

PARKS AND RECREATION COUNCIL MEETING

Council meeting taken pursuant to
notice at Cabela's Retail Store, 1100
Christiana Mall, Newark, Delaware, beginning at
9:34 a.m., on Thursday, February 5, 2015,
before Jennifer M. Guy, Registered Professional
Reporter and Notary Public.

WILCOX & FETZER
Registered Professional Reporters
1330 King Street - Wilmington, Delaware 19801
(302) 655-0477
www.wilfet.com

1 MEMBERS PRESENT:

2 RON MEARS, Council Chair
3 RAY BIVENS
4 RON WHITTINGTON
5 WAYNE KLINE
6 MATT CHESSER
7 MATT RITTER
8 ISAAC DANIELS
9 JAN DURHAM
10 GREG ABBOTT
11 CLYDE SHIPMAN
12 JIM WHITE
13 EDIE MAHONEY
14 BRENDA BRAMBLE

15 - - - - -

16 MR. MEARS: Let's go ahead and
17 get started. I want to introduce Eric
18 Williams. He's with Cabela's. He's going to
19 give us a brief overview. And we do appreciate
20 it, I told him I do appreciate him letting us
21 use their facility for the meeting.

22 MR. WILLIAMS: I'm glad I could
23 host you guys. I appreciate you coming out.

24 I assume you all have been over
at the camping department and see all the state
parks and everything. You guys have a great
partner with us.

We opened, as many of you know,
May 1st is when we opened up. I started here



1 about a year ago, just over a year, started in
2 January, did some training in Ohio. Our store
3 is pretty extensive. They sent me six weeks to
4 a store in Ohio, which is a mirror of this
5 store. Did that training, opened up May 1st,
6 and we've been doing ever since.

7 We had a great grand opening, we
8 had 4,000 people waiting to get into the store
9 on grand opening day. That line went all the
10 way down the road toward the theater, around
11 toward Target. We had 4,000 people waiting to
12 get in here.

13 We've had great success, great
14 numbers over the year. Black Friday was a huge
15 success, we had 1,200 people waiting to get in
16 the store at 5:00 in the morning Black Friday
17 morning. Had a guy -- I stopped here Thursday,
18 Thanksgiving day, I swung by on the way to my
19 brother's house. There was people lined up
20 Thursday at 4:00 in the afternoon waiting to
21 get in the store. That's a testament why the
22 people love the store.

23 I think it's really been great.
24 It's done a lot for camping, hunting, fishing,



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 all the different activities in the State of
2 Delaware and around the region. We see people
3 in here that typically wouldn't shop here or
4 are not huge outdoor people who came in the
5 first time, had that shock and awe kind of look
6 on their face. They love it here. As I said,
7 they look at the camping things we have.

8 Whenever I give tours, and I give
9 tours several times during the month, I always
10 point that out, and everybody is always
11 impressed with the partnership we have at the
12 state and DNREC and everything else. So I
13 appreciate that very much.

14 We have people here that you
15 don't see. Firefly was a big success last
16 year. My favorite story is the people come in
17 and, ask, Dude, do you have any tents? You're
18 not our typical customer. Yeah, you're going
19 to Firefly. How did you guess? Just a guess.
20 But that has been a huge success, too. We sold
21 out of a lot of things on that weekend, so
22 that's a success for the State, overall. It's
23 not part of you guys, but what it does is it
24 builds on what it does and what it helps with



1 the State, the economy and everything going
2 forward.

3 I love DNREC. My goal is maybe
4 have a DNREC day here where we have all the
5 different aspects of you here, whether it's law
6 enforcement, parks and so on, have a day where
7 it's DNREC day. We're working on something
8 similar with the state police. I'd like to do
9 a DNREC one, as well.

10 I even talked about having maybe
11 this time of year, start talking about the
12 summer program you have, have a table set up on
13 the weekend, doesn't cost you anything. This
14 is what we're going to do, you want to have
15 your kids do this or that, I'd love to have
16 something like that, as well. It benefits you,
17 benefits us, not going to lie. We have similar
18 programs, Project Healing Waters does something
19 like that, they get a great increase in
20 interest in their groups, NRA.

21 Weekend days are our busiest
22 days. We're a little dead today, but on our
23 weekend days, we do gangbusters. We'll have a
24 line of people waiting to get in, all 14



1 registers working. This is a great place to
2 get the word out. Anything you need help with,
3 I'm here to partner with you.

4 I have a stack of cards, I'll
5 leave them up here. If you ever need anything,
6 drop me an email. Email is always the best
7 way. Phone is sometimes difficult for me
8 because I'm on the floor a lot.

9 Just a little bit about the
10 store. This store is 110,000 square feet. How
11 many people have been to the Hamburg store?
12 That store is 250,000 square feet. The
13 difference is they have a bigger mountain, they
14 have a bigger aquarium. We have as much retail
15 space as they have. They just have a little
16 bigger area, they have that big deer room and
17 all that.

18 This store has two 8,000 gallon
19 fish tanks. If you go over and look under the
20 mountain, they're there. If you're looking at
21 the mountain, the one on the left is for North
22 American types species of fish. The one on the
23 right is more local species. Some of those
24 have been caught locally. We do take fish in



1 at times. I think right now we're at max at
2 that tank. But we have taken some catfish in,
3 big mouth bass. People have caught them,
4 brought them here, can you put them in your
5 tank, yep. We have some local fish people have
6 actually caught in there.

7 We have 229 taxidermy in this
8 building. I know that because one night before
9 we opened, I was an overnight guy, I went
10 around and physically counted every one of
11 them. So the only thing we don't have that
12 most of our stores have is our state bird,
13 which I'm trying to find a blue hen to put in
14 here. In lieu, they gave us, and I challenge
15 you to find them, two dragonflies. They gave
16 us a ladybug, that's the state bug. But
17 there's two dragonflies in this building, I
18 challenge you to find them.

19 And supposedly if you look at all
20 the murals, especially in the middle, our
21 camping and footwear areas, those are all hand
22 painted. If you go and look, supposed there's
23 two Sasquatch painted into the murals
24 someplace. Supposedly there's one over in



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 footwear. To me it like trying to find the guy
2 in the grassy knoll, you have to squint to look
3 at it kind of thing. We haven't found the
4 other one. But supposedly there's two
5 Sasquatch. Now, whether this guy is pulling
6 our leg and just wants us to go like this the
7 entire time, I don't know.

8 But I appreciate you guys coming
9 out. You guys can have lunch today. Kim is
10 our deli manager, so she'll be helping you
11 today. If you need anything today, please find
12 me or grab anybody in the tan shirt, they have
13 a radio and I typically have my mine on, and I
14 can come help you.

15 I appreciate you coming up, love
16 to farther partner you down the road. And if
17 you need anything, let me know. Does everybody
18 have their lunch selection in? I'll give it to
19 Kim.

20 MR. MEARS: Approval of the
21 minutes, we're going to hold off on that
22 because the October meeting that was held, the
23 15th of December --

24 We do have a quorum. Okay. So



1 the minutes of the last meeting, I need to have
2 an approval of the minutes.

3 MS. BRAMBLE: I make a motion to
4 approve the minutes.

5 MS. DURHAM: I'll second it.

6 MR. MEARS: Approved, seconded.

7 All in favor, say Aye.

8 (All members responded with
9 "Aye".)

10 MR. MEARS: Opposed?

11 (No response.)

12 MR. MEARS: The minutes are
13 approved.

14 Chairman's report. Brief report,
15 most of you know my report, I've had some
16 health issues, I'm still undergoing some health
17 issues, and probably not going to be as active
18 as I have been maybe. I don't even know about
19 budget hearings, whether I'll be -- it's going
20 to be day to day whether I get in for the
21 budget hearings.

22 But I'm now into dialysis three
23 days a week, so that's quite a strain. But I,
24 I'll still be checking in and being involved in



1 what's going on best I can. But I don't know
2 about the, whether I'll be at JFC or not.

3 MS. DURHAM: Let us know if we
4 can help you.

5 MR. MEARS: Thank you. Fort
6 Delaware Society, we have someone new here
7 today representing Fort Delaware, I think.

8 MS. MAHONEY: Yes, Edie Mahoney.

9 MR. MEARS: Go ahead, Edie.

10 MS. MAHONEY: I'm sorry, I didn't
11 know it was my time to speak.

12 The two major things that have
13 happened to us this year, one is we are closing
14 our Sutler's Shop. It was a great source of
15 revenue for us for many years. When we first
16 started, we were in the visitors' center out
17 there, and then in 1996, David Rickman helped
18 us move, he picked furniture for us and that,
19 and we moved to where our present location is.

20 But the shop survives on
21 volunteers. And our board is aging, and many
22 of them are not able to get out there anymore.
23 And our volunteers are just, we all know what
24 volunteerism is, having people to volunteer,



1 it's very hard. And Martha is retiring, and
2 she was our backup. So it's closing. And what
3 I understand from Becky, the park is going to
4 be taken over as a retail place, also.

5 And the other thing is the Saugus
6 model. I don't know if you're familiar with
7 the Saugus model, but it was built by Hagley in
8 1961 for a Civil War centennial. It's big.
9 It's 14 feet long and 33 inches high. It's a
10 two to three man thing to move it.

11 It was on the island at one time,
12 then it ended up in the NCO Club, it was on the
13 grounds of Fort DuPont, Governor Bacon. Then
14 it moved to the Delaware Nature Park. Last
15 year they decided they were revamping and
16 didn't need it anymore.

17 Dan Cashin, who is one of our
18 board members, went looking, and it now has a
19 home with the Kalmar Nyckel Museum. So we're
20 very happy with that, we don't have to look
21 anymore.

22 So those are the basic things
23 that have gone on for us this past year.

24 MR. MEARS: Okay. Is that it ,



1 Edie? You've completed?

2 MS. MAHONEY: I'm done, yes.

3 MR. MEARS: Natural Areas, Jim is
4 not here.

5 Wildlife Management, Clyde, do
6 you have anything?

7 MR. SHIPMAN: Well, I really
8 don't have anything to report. I wasn't able
9 to catch up with Rob Lyons. I had a few calls
10 in to him, and I guess he's been out in the
11 field or something. So I don't really have
12 anything to report.

13 MR. MEARS: Our last meeting was
14 December 15th. So that's pretty well, I mean,
15 you know, the fall seasons were getting
16 completed. So there's probably not a lot of
17 additional information to put on there.

18 MR. SHIPMAN: They talked about,
19 I guess the report that he kind of gave you or
20 some information we had then was they had 124
21 hunting applications for deer stands at Killens
22 Pond, there was going to be a December 17th
23 hunt on. So I don't know how that went. I
24 imagine some of the staff might have some



1 indication of whether some of these things did
2 well.

3 But I guess I'll just see if I
4 can catch up with Rob before the next meeting.

5 MR. RITTER: I know the Killens
6 Pond hunt, they didn't get as many harvested as
7 they were hoping. I can't remember the numbers
8 exactly. But there was talk to do it early
9 this year, and I don't think they were able to
10 put it together. They're revamping. It's
11 always hit or miss. You see the deer when it's
12 out of the season. We know they're there, we
13 just can't seem to find them.

14 MR. MEARS: Are they at the point
15 where they're doing a lot of damage there?

16 MR. RITTER: No, I wouldn't say,
17 Killens isn't too bad. We're really trying to
18 manage them so they don't get there.

19 MR. MEARS: We just started
20 hunting Killens in the recent past few years.

21 Okay. All right, Resident
22 Curatorship, Joe is not here. Is there
23 anything going on there?

24 MR. RITTER: Right now we have



1 our attorney general looking at the overall
2 process of the Resident Curatorship to just
3 make sure it's up to date and everything is
4 where it should be as far as contracts and
5 agreements.

6 And there was a possible interest
7 in the Warrington House at Trap Pond, but we
8 haven't really gotten into it any more than
9 that. Just someone asked a few questions about
10 it.

11 MR. MEARS: How soon before it's
12 going to fall down?

13 MR. RITTER: That's a tough one,
14 because that house doesn't have water,
15 electric, really anything. Doesn't offer
16 anything.

17 MR. BIVENS: The Wolfe House, I
18 think we're getting very close to the land use
19 down there to occupy it as an office. They've
20 invested quite a bit of money in it, and it
21 wouldn't surprise me if they had their permits
22 lined up in the next few months. They're part
23 of Cape Henlopen.

24 MR. MEARS: That was refurbished.



1 MR. BIVENS: Yeah, might be a
2 good spot to take a tour at a future meeting.
3 They probably have room to hold one of our
4 meetings.

5 MR. MEARS: And the Water
6 Conservation, Ron Brady isn't here, he's sick.
7 But I think you said there wasn't anything.

8 MR. CHESSER: I have something in
9 my report I can cover on that.

10 MR. MEARS: You want to do that
11 now?

12 MR. CHESSER: I know they
13 received 15 applications, and are working on
14 field visits and starting to help them move
15 through the process to formalize things. But
16 it's in my section of the report.

17 MR. MEARS: I just forwarded an
18 email I got from National Park to Ron and Clyde
19 I think about land water conservation, the feds
20 are going to cut the money.

21 MR. CHESSER: It's always a
22 continual concern or issue.

23 MR. BIVENS: We haven't heard any
24 final things on the front. There were some



1 things they were trying to do, but that bill
2 did not pass.

3 The one thing I can report is we
4 had a conference call, Greg was on with our new
5 treasurer, Simpler. And the treasurer's office
6 is still moving forward with implementing
7 Senate Bill 75. It was all new to him, a new
8 position, so he just wanted to go with what
9 rate of return we expected, how we expected to
10 do draws. And our staff put together a really
11 nice presentation to bring them up to speed
12 with the need. And they seemed on track that
13 their hope is by July 1, that money will be
14 moved and invested in a different strategy than
15 cash.

16 MR. MEARS: Just a footnote to
17 what you're saying, our latest member,
18 Mr. Daniels, works for a bank. He's in the
19 loan department for, what, major --

20 MR. DANIELS: For our private
21 banking group.

22 MR. MEARS: For major loans,
23 correct?

24 MR. DANIELS: Correct.



1 MR. MEARS: So if you have money
2 issues, need a couple of bucks.

3 MR. DANIELS: We can lend you a
4 little bit of money, but I don't know how far
5 that's going to go.

6 MR. MEARS: They'll tell you
7 what's good, what isn't good.

8 Public comment. Now is the time
9 that we keep set aside for public comment.
10 Anyone in here with any issues that needs to
11 come before the Parks and Recreation Council?
12 Are there any public comments?

13 Hearing none, we shall continue.
14 Staff reports. Policy, legislation. Would
15 that be you or Greg?

16 MR. BIVENS: I'll take the first
17 shot and Greg can fill in.

18 We've heard that a bill will be
19 introduced, I don't think it has a number or
20 anything yet, to extend free or gratis surf
21 tags to the lady auxiliary. It's a similar
22 bill that never got approved last year for
23 firefighters. I know this is a particular
24 interest to our Friends groups, because they're



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 concerned, you know, where do you stop giving
2 away free passes.

3 And you guys are going to see
4 Chief Kline is going to be do a presentation on
5 some of our fishing challenges later. One that
6 we're pursuing, our Friends group is going to
7 be working on for us is the division currently
8 does not have the authority to have a
9 sponsorship program. There's certain parts of
10 the state, like DART, that have the ability to
11 do sponsors. You probably realize that we've
12 had sponsors. You guys have seen the nice
13 lifeguard stands, the advertisements and things
14 like that.

15 So we are hoping to have
16 legislative authority to reinstate a
17 sponsorship program. All we have now is
18 advertising, we do have the ability to do that.

19 Where that causes problems with
20 us is, you know, like in the News Journal, we
21 insert our program guide. We can't really sell
22 ads inside something that's going into another
23 publication. It's always been nice to say
24 sponsors. And I think Dogfish Head is -- has a



1 deal been finalized? We're working with a
2 company on a major, you know, what might be a
3 \$15,000 type of sponsorship partnership type of
4 thing.

5 So I think there's a lot of
6 business in Delaware and groups that would like
7 to give, and without that authority, we can't
8 run a full sponsorship program. So that
9 authority will be important, and I'm excited
10 that our Friends, when we had a meeting at
11 Killens, they saw that as an issue they
12 definitely wanted to work on as a coalition,
13 which is very helpful.

14 As far as this is the time of
15 year for budget hearings and things like that.
16 And especially if Councilman Mears isn't able,
17 I would encourage anyone that can. It makes a
18 huge different. The governor's recommended
19 budget came out. Overall, things are very flat
20 for us, which is good news in this day; usually
21 we'd be talking about cuts. DNREC as a whole
22 didn't see any real big gains. Mosquito
23 control saw a \$75,000 bump to their budget, and
24 then all the rest of them were in parks, which



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 is a nice thing.

2 We're looking at a million
3 dollars more in our strategic sites than we had
4 last year, so that's NVF and Fort DuPont.
5 Also, 300,000 has been recommended more for our
6 trails program.

7 Unfortunately, two key projects
8 were not in the governor's recommended budget.
9 So we're hoping that through markup or JFC, the
10 Killens Pond water park, which we've moved
11 steam ahead with planning, and it could be
12 ready to bid for renovations, that is not
13 currently in the governor's recommended budget.

14 And the other one is planning for
15 our Cape Henlopen fishing pier. As you guys
16 know, we are moving full steam ahead with what
17 I will call a Band-Aid fix to the Cape Henlopen
18 fishing pier. We are at the end of the life
19 cycle. This million dollars worth of work
20 we're doing right now probably buys us two
21 years.

22 So our goal is that we would have
23 the planning money this year to start on our
24 replacement of a new pier or some kind of



1 answer to that solution is.

2 So those are probably our two
3 biggest projects that we need to find some
4 solutions to. And it would be great to have
5 folks talk to their legislators. I know I
6 probably get once a day somebody asks me what's
7 going on with the Cape pier, that's really
8 important to the economy down there.

9 I had a call from Representative
10 Smyk two days ago, and he's like, I think more
11 people fish on that pier than any other place
12 in the whole state. Of course, it's his
13 district, so he's going to want to see it
14 fixed. But he promised to do whatever he could
15 with the pier. He told me the bait and tackle
16 shop owners in the area, they know how
17 important it is. Not just the one in Cape, but
18 the whole area, they say people stop there and
19 buy their materials before they go out to the
20 Cape pier.

21 MR. CHESSER: The other thing
22 that's important about getting money now is
23 just the lag time is preparing for the final
24 constructio of a new pier, a replacement pier.



1 You're talking about a two-to-three-year window
2 to really permit that type of construction
3 design and permit. So every year that we wait,
4 it it's at least two years out before we can
5 get to a position that if we had the money,
6 that would be ready to go.

7 So if we don't get money this
8 year for at least the planning and permitting,
9 you can give us the entire package of money
10 next year that we need, but we still have to go
11 through that permitting and planning, so we
12 won't be able to spend it for another, you
13 know, probably another two years..

14 MR. MEARS: For JFC, it's like
15 \$13 million?

16 MR. CHESSER: Yeah, and it also
17 depends on location. We're looking at, the
18 current location is not really conducive to
19 another long-term replacement. The life span
20 of the current pier, if you look at what we're
21 expecting to happen there with the way that the
22 Cape moves and the area is continuing to shole
23 in. As you know, it's already very shallow
24 there. We've been told by experts within DNREC



1 that within probably a generation, it will be a
2 wetland area. So that it will no longer be a
3 fishing pier, it will now be a wetland
4 observation area.

5 So we don't think that this
6 location is the best location. Whether it's
7 still somewhere in that vicinity and we move
8 closer to the channel where we can keep the
9 area free of sediment. We've also talked about
10 an ocean pier, which would be more expensive,
11 however, we think maybe would have a larger
12 draw.

13 MR. MEARS: Have there been any
14 studies generated? On the ocean pier?

15 MR. CHESSER: On the ocean pier?
16 No.

17 MR. BIVENS: That would be part
18 of the planning. And Secretary Small at our
19 last budget hearing did bring up the concept of
20 an ocean pier, which I was glad to see you
21 specifically talked about that project and how
22 important that is with all the needs of DNREC.

23 Greg, did you have anything to
24 add on policy or legislation?



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 MR. ABBOTT: That Senate Bill
2 142, I don't know if you wanted to touch on
3 that. That's really Matt's, Senate Bill 142.

4 MR. CHESSER: One of the things
5 that we had looked at in the past, and actually
6 had some legislation I forget how many years
7 ago it was now, is as it stands right now, \$1
8 of state money goes into a project, all of our
9 rules kick in. All of the bidding procedures
10 kick in, all of the prevailing wage
11 requirements, all of those things that aren't
12 applicable to private money kick into play.

13 And what that does is discourages
14 in some cases private investment in state parks
15 donations and private partners, Friends groups,
16 not-for-profit agencies, in coming in and doing
17 projects. Especially where they maybe need us
18 to provide seed money to maybe get the project
19 started. For instance, if it's a
20 'million-dollar project and they can raise
21 \$900,000 of it and all we have to do is come up
22 with is \$100,000 to make it happen, us putting
23 in \$100,000, because of prevailing wage
24 differences and all that, could cause that



1 project probably to go to 1.3 and \$1.4 million.
2 So a lot of times those rules make it even more
3 difficult or a lot more expensive for projects
4 for our partners.

5 So what we want to do is, what
6 this past bill did, and unfortunately it ran
7 out of time when the general assembly was
8 ending, was to say that if less than 25 percent
9 of a project comes from the state and, you
10 know, more than 75 percent is coming from a
11 private, non-profit partner, donation, whatever
12 it might be, that then all of our rules don't
13 apply to all of the money. At least make it so
14 that our rules only apply to our portion of the
15 money and not the entire project. Because if
16 not, it has a chilling effect on these
17 projects.

18 Right now, the issues come back
19 up again with the Rotary Club of Wilmington is
20 working on a project at H. Fletcher Brown Park
21 in Wilmington, and they are going to be
22 remodeling and reconstructing the entire park.
23 And their initial cost estimates were probably
24 about a million and a half dollars plus for the



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 work they were planning on doing. They said if
2 they had to follow our rules and guidelines for
3 bidding and also for prevailing wage, it was
4 probably going to add somewhere in the nature
5 of a million half million to \$600,000 to the
6 project. It's a lot of money for a group to
7 come in and to deal with.

8 So we're looking for support from
9 all of our Friends groups, all of our partner
10 organizations in getting that bill sort of
11 dusted off again and running it back through.

12 When it ran before, it was I
13 believe passed unanimously in the senate and it
14 ran out of time in the house, or vice versa; I
15 can't remember which one it was. It was one of
16 the ones that essentially died on June 30th
17 because it was of the end of session.

18 MR. BIVENS: A couple of years
19 ago. That wasn't the last --

20 MR. CHESSER: Yeah, five years
21 ago probably. So it's something that we're
22 concerned about.

23 And there's also been an
24 undercurrent more recently, even since before



1 this legislation, where some people in OMB,
2 GSS, believed that even if they raise, they
3 being Friends groups, raise 100 percent of the
4 cost of a project, the fact that it happens on
5 state property, that the value of that state
6 land is the dollar value or the X number of
7 dollars to then cause all of that money to go
8 into all of these rules, all of these
9 procedures.

10 So we can't even get them to come
11 in and essentially donate this value to us,
12 even if they raise all of the money, because
13 we've had a few instances where we've had
14 people say, well, wait a second, it's happening
15 on state land, therefore it still kicks in all
16 our rules, all our prevailing wage and all
17 those things.

18 So it's something as we should be
19 encouraging investment in state parks, as we
20 have a \$100 million backlog, as we're trying to
21 get partners, find grant money and find other
22 sources of money, especially if we get
23 sponsorships going and all of that, we don't
24 want to have anything that would cause our



1 Friends groups to be discouraged from raising
2 money.

3 And there's several big projects
4 going on across the state now in the
5 multi-million-dollar range with our
6 fundraising, multi-million dollars per project,
7 and we don't want to cost them more money, and
8 we don't want to discourage them.

9 MR. BIVENS: That's the end of
10 the policy. And I just want to remind the
11 managers that with our transcription service,
12 we pay by the wordy essentially. So please try
13 to hit the highlights. I'm sure Councilman
14 Mears won't mind that, keeping it brief.

15 MR. MEARS: Well, Councilman
16 Mears is having a problem sleeping at night
17 with my health issues, so it's not that I'm not
18 interested, I just keep nodding, I'm just so
19 tired. Carry on, but I am interested.

20 MR. BIVENS: Office of
21 Administration.

22 MR. ABBOTT: Having heard that, I
23 will keep mine very brief.

24 I guess a couple of things. I'll



1 start on Page 1 and go down my report. I'll
2 give you the Readers Digest version.

3 Our website, you see there under
4 creative services, our website. One of the
5 things we're actively engaged in right now is
6 redesigning our website. But the design is
7 really for two things. One is to make it
8 easier for people to search and navigate
9 through the web page; but the second part that
10 have is to make our web page formattable for
11 electronic devices. Now if you bring it up on
12 a phone, it's not easy to navigate through that
13 if you bring it up on a portable device. So
14 that's two things we're really working hard on.

15 Page 2, our E-newsletter
16 continues to be success. You can see there the
17 current number of subscribers is 17,375.
18 That's an important marketing component.
19 That's 17,300 people who we know are our users
20 who want our product, and we're able to give
21 them important information. And any marketing
22 or special programs we're running or discounts,
23 we're really hitting those as much as we can.

24 Our publications area, a couple



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 of things that we're working on. The program
2 guides, the spring program guide will be out
3 here in the next few weeks. You'll be seeing
4 that insert, it's going to go into 180,000
5 newspapers. So the News Journal, State News,
6 and also all the locals.

7 The next thing I wanted to cover,
8 it's not on the agenda there or on the outline,
9 is our advertising piece. I gave everybody one
10 of these. And between operation and
11 maintenance and our marketing section, we have
12 put together this advertising piece. We used
13 to call it a promotional piece, but now it's
14 advertising until we get some legislation
15 passed.

16 Essentially if you open up on the
17 inside, what we've done is shared some
18 demographic information. How many visitors we
19 have, the demographics of our visitors, how
20 many followers we have on our social
21 networking. When you go to market or partner
22 with somebody, they want to know not only what
23 are they bringing to the table as far as
24 advertising money, but what am I getting in



1 return? How are you going to get my name out
2 there?

3 You can see on the right-hand
4 side there the advertising packages. We're
5 talking about statewide advertising, summer
6 concert series, state park events, our
7 lifeguard stands. We're even talking about
8 stadium involvement, like inside Baynard
9 Stadium, put some kind of advertising
10 opportunities there.

11 What we don't have, the old model
12 for advertising was if you came in, we said,
13 okay, you get the platinum, and for 10,000 you
14 get X, Y, or Z, or the silver is this.

15 Now essentially what we're doing
16 is encouraging people to reach out to us.
17 We're going to have a postcard that's going to
18 go out to probably about 3,000 people, and then
19 when we call, we'll send them out one of these.
20 And then we'll say, okay, what are you looking
21 for in a package?

22 That was very similar, I'll talk
23 about it in a minute, we did a partnership with
24 the University of Delaware last year. And we



1 went and met with them, they didn't say, well,
2 here's our gold standard, they said what do you
3 want to accomplish here, and then they tailor a
4 package to what you want to do. It's kind of a
5 la carte. So the individuals would pay for
6 their advertising based on what they want.

7 So it's a package we're working
8 on, we think is going to be really successful.
9 I have some more of these if you know of
10 anybody you think is going to be interested in
11 advertising with us, we'd be glad to talk to
12 them.

13 MS. DURHAM: Very nice. Good
14 job.

15 MR. ABBOTT: Kudos to Matt's
16 staff; they were really instrumental.

17 Under our marketing, we were at
18 the Hershey RV show last September. I just
19 talked about our partnership with the
20 University of Delaware. One of the things we
21 did was partner with the University of Delaware
22 and Go Ape at Lums Pond. And what we tried to
23 do is drive business to Lums Pond State Park to
24 our campground, and also when folks are there



1 camping and spending their weekend, we wanted
2 them to Go Ape and take advantage of that.

3 So we're working a partnership,
4 and you can see there, the score board at
5 University of Delaware. We had Coach Brock
6 come out, the head football coach at U of D.
7 He came out and did a 30-second commercial, and
8 it really promoted Lums Pond, the camping and
9 all the things we have to offer our visitors,
10 and also pushing Go Ape, as well, or
11 advertising forgo April. So that's been a
12 successful partnership.

13 We are now listed as the official
14 campground for the University of Delaware
15 athletics. So if an out-of-state visitor comes
16 in or comes to a football game, they can go on
17 the fan zone and stay where overnight
18 accommodations, it pops up Lums Pond
19 Campground. We have some good things in that
20 partnership, and we look to continue that.

21 Our volunteers, I won't cover
22 that, on Page 3. But just to give you a flavor
23 of the different volunteer activities.
24 Somebody mentioned before our volunteers and



1 how big an impact they have. And we talked
2 about some of the individual events, some of
3 the group events. And, again, I won't go into
4 a lot of detail with those.

5 If you turn to Page 5, our
6 business services section. A couple of key
7 things we want to touch on there. Our
8 campground reservations. Right now, there is a
9 seven-month window if you want to make a
10 reservation. So right now in January, you
11 can't make a reservation -- or in February, you
12 can't make a reservation until August. So
13 there's a seven-month window.

14 Beginning March of this year,
15 it's going to be year round, so there's no
16 window. So if you're camping at Cape Henlopen
17 and you say, man, our family loves this, you
18 can go online right then and book it for the
19 next year. So we think that's going to be a
20 nice enhancement.

21 Point of sale, we're working with
22 Active Network who handles all of our
23 reservations for our campground. They're also
24 going to handle our point of sale for us. So



1 everything will be coming in under one
2 platform.

3 One of the things we're trying to
4 do now is get our surf permits on board, so if
5 somebody buys a surf fishing permit, right now
6 that's a manual process. So it's filled out in
7 the park, they purchase the permit. That
8 permit, it's literally -- it's a very
9 antiquated system. That permit comes to Dover.
10 Somebody then enters that information into the
11 system, then allows Wayne and his staff to have
12 access to that if they need to in the field for
13 an enforcement issue.

14 With the point of sale, if
15 somebody comes in and purchases a surf fishing
16 tag, that information will be entered and
17 maintained there. Next year if you come back,
18 Jan Durham comes in, Jan, are you still at the
19 same address, do you still have a 2008 whatever
20 vehicle, and it's going to speed up the
21 process, as well.

22 In addition to that, it will
23 allow us to capture that information that we
24 can use to market to those people, as well,



1 because they're our users. We know they're in
2 our park and we can market to them. So that's
3 something we're working on and we're excited
4 about.

5 Then Page 6, the catering
6 contracts, we just finished those up. We have
7 19 caters statewide. In order to do catering
8 services in our state park system, you have to
9 be licensed caterer. You see the official
10 catering license they get. And we generated
11 \$30,000. They pay a fee to be an official
12 caterer for Delaware state parks.

13 MS. MAHONEY: Any chance of them
14 going on the island?

15 MR. ABBOTT: That's something
16 we're always looking at, the logistics of
17 getting somebody there. But yes, we're always
18 looking at that. It's more of a concession
19 air.

20 MR. SHIPMAN: That would be a
21 good potential. They wouldn't have to be
22 committed all summer, you could have a
23 different caterer there for a different
24 weekend. It's a good idea.



1 MR. ABBOTT: That's something we
2 need there. People on the island, you're
3 talking about --

4 MS. MAHONEY: Last year, to the
5 chagrin of some of our board members, we sold
6 chips, candy, and healthy snacks out there, and
7 the revenue from that was amazing.

8 MR. SHIPMAN: That was a good
9 service, too.

10 MR. ABBOTT: You've got a captive
11 audience there. It's not like they're going to
12 go anywhere else to get it.

13 Any questions for me?

14 MS. DURHAM: Good job.

15 MR. RITTER: I'll go next. For
16 operations and maintenance programming, it's
17 the off season, which is our time to do a lot
18 of the work that we can't do with all the
19 crowds there.

20 On the maintenance side, we've
21 been doing repairs of our facilities, our
22 buildings, and this year we put money aside for
23 concession accounts. So we've been doing more
24 work than usual on our concessionaires building



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 to improve their ability to do service and turn
2 more of a profit for them, as well. So
3 hopefully that pays off.

4 Also on this, and these aren't
5 mentioned, we started our supervisory
6 development training, which is training we're
7 putting together with all the retirements
8 coming up. We have a number of new staff to us
9 that are working their way through the system.
10 This is hopefully a way that we can pass that
11 knowledge on.

12 So we have three different
13 elements of the supervisory development
14 training. One is a Clemson University online
15 course. So that's where the staff is now. We
16 have 23 staff that are going through it either
17 in undergraduate or graduate course on the
18 human dimension of resource management, and
19 they're almost done with that. But it's been
20 pretty intense. A lot of reading and a lot of
21 work. Esther is going through it, and I think
22 she won't fight me on it.

23 Then after that, there's a
24 three-day core training where we we'll bring



1 them all together, go through all the dynamics
2 of state parks and what we look really for in
3 our superintendents and our administrators.

4 Finally there's a field piece
5 where they will be working along with our
6 professionals for honing their skills. And
7 that will be about an additional 100 hours of
8 work that they'll be putting in among their
9 usual work to hopefully get them skills that
10 they haven't had or exposure that they haven't
11 had before.

12 On the list, just a few things to
13 highlight. We again hosted the First Day
14 Hikes. The First Day Hikes are hikes that
15 every state park does in the U.S. This year we
16 did it again, and the numbers continue to grow.
17 So the first of January, however hot or cold it
18 is, we're out there. We had 695, and I know
19 Ray did a special one for five people, so you
20 can round that to 700. But just to show you
21 how impressive that is, Killens Pond had the
22 largest number, and they had 165 people show up
23 for a hike. Typically throughout the year you
24 get 5, 10. We are a getting massive numbers,



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 165, 50, 60, 80. It's just a great turnout.

2 MR. MEARS: Matt, Ron Brady
3 called me about that. He was concerned it
4 wasn't publicized or advertised properly. We
5 talked about it briefly, and he thought that it
6 should have been more advertised or been
7 bigger.

8 MR. RITTER: I talked to him
9 about that. Ron goes to Trap Pond every year,
10 and he didn't see it this year. I don't know
11 if we did anything different this year than
12 other years, but we're looking to do it to see
13 if it just didn't get out in press release. I
14 know we sent them, but we don't have control
15 whether they're picked up or not.

16 Luckily the word of mouth is
17 there, and it's almost a tradition. The same
18 group that gets together for New Year's Eve,
19 make sure they take it easy and they're out
20 there the next day to join us on a hike.

21 In Children in Nature, we started
22 there initiative several years ago, in 2012,
23 and it was an initiative started with
24 Department of Education, Nemours Health and



1 Prevention Services, and State Parks. Those
2 three came together once again to each throw in
3 \$15,000, and we were going to hire a Children
4 in Nature coordinator for one year to continue
5 to push it forward. We had success with a
6 Children in Nature month in October, and we
7 want to continue to build on that, working on
8 environmental literacy plan for schools and
9 more community outreach.

10 On the next page, we have
11 highlights in the regions. James Wagner is
12 here, he's our regional manager for the
13 northern region. So thanks for coming, James.

14 You can see a number of updates,
15 I won't go through them all. The one big jump
16 for us is the Brandywine Zoo. As you heard
17 throughout the year, we've added two red
18 pandas, we had bald eagles, and we had a
19 temporary tortoise exhibit. A lot of that,
20 attention for the new animals along with
21 special events, have drawn in large crowds, and
22 the numbers of attendance grew from 83,000 to
23 93,000 just in the one year.

24 So it's been a great success, and



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 we're looking to continue to add new animals,
2 whether they're temporary or permanent, and
3 continue to build on the success.

4 MS. DURHAM: Maybe you can find a
5 blue hen.

6 MR. RITTER: In the coastal
7 region, I just want to throw it out there, this
8 is more of Greg's area, but Karen Minner is
9 working with some groups, and there's
10 preliminary talks of the possibility of a
11 can-do playground down in Holts Landing. It's
12 still early on, but there seems to be a lot of
13 excitement working with the rotaries.
14 Hopefully that's something that can be worked
15 out.

16 And at the very bottom, I won't
17 go through them, but you see some kudos we get.
18 We continue to get a number of kudos for our
19 staff's commitment to customer service. It's
20 just great to get feedback with the impact
21 they're having with visitors.

22 MR. MEARS: Why would you put a
23 can-do playground in Holts? Holts is almost
24 isolated.



1 MR. RITTER: We're putting a lot
2 of effort into Holts. It gets a large crowd in
3 the summertime, and there's communities around
4 there.

5 The goal is to have a can-do
6 playground in each county. And right now we
7 have one New Castle and Kent, so that's Sussex
8 County. I think it's going to be largely
9 successful and you'll see a large crowd.

10 MR. MEARS: I'm curious, because
11 there are other locations, like Trap or other
12 places.

13 MR. RITTER: There's a lot of
14 attention coming to Holts right now, a lot of
15 positive attention. There's a new subcommittee
16 that's going to be Friends group of Holts.
17 There's a lot of scouts that are interested in
18 Holts, legislative support for Holts. I think
19 in the next couple of years, you're going to
20 see a big change in that park.

21 MR. BIVENS: We've been
22 challenged greatly by Senator Hocker to see
23 investment there. Going back to when Chaz was
24 here, he said there wasn't a picnic table in



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 that park that his family would eat off of. He
2 made that challenge, but he also brought
3 \$300,000 for redoing the program there at
4 Holts.

5 Hopefully there will be support.
6 We sat down with him and showed him what things
7 were possible there from concession, doing
8 kayak rentals, a new playground, trails. And
9 maybe pie in the sky kind of stuff, even a mini
10 Gordons Pond type of trail along the coastal
11 water where you would be elevated and you could
12 see out. Because we've had to close that
13 portion of the sea hawk trail.

14 So it's one of those that with
15 our cuts and everything else, we went from
16 having staff dedicated to Holts years ago,
17 including their own superintendent, to now
18 there is not a person full time dedicated to
19 Holts. So it would be nice to get some more --

20 MR. MEARS: Question answered.

21 MR. RITTER: And luckily, we're
22 starting to see some bigger events there, as
23 well. We've had a paddle board event there and
24 some other events.



1 MR. MEARS: If the senator is
2 going to throw money in it, sure.

3 MR. RITTER: That's our hope.

4 MR. BIVENS: Representative Gray
5 has also had a huge interest and has been with
6 us multiple on site, which is always a good
7 sign.

8 MR. KLINE: Some personnel
9 updates, ranger wise, tomorrow is the
10 graduation of the academy, the State Police
11 Academy. So we have two recruits, two rangers
12 that are going to be coming out. They will be
13 taking the void left at Lums Pond and at White
14 Clay Creek. Art Angelo retired from White Clay
15 Creek State Park, and Cleveland Parker was at
16 Lums Pond and he left and went to the
17 University of Delaware. So now we'll be fully
18 staffed on paper. We still have a need down at
19 Trap.

20 But those two rangers come out
21 tomorrow, they get a week off, then they start
22 their 13 weeks of FTO. So by Memorial Day,
23 they'll be in place at Lums and at White Clay.

24 We had a life saving last



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 Saturday. John Wales, the ranger at White
2 Clay, was driving on Route 896 just south of
3 the entrance of the park, saw somebody standing
4 over somebody else, and he stopped. And it was
5 a jogger that had collapsed, was in cardiac
6 arrest. John used his AED and brought the
7 person back. They had a -- well, he wasn't
8 back. They had a pulse. He was alive when
9 they put him in the ambulance.

10 And they took him to Christiana
11 intensive care, and the gentleman is actually
12 waiting heart bypass surgery. So that was a
13 good one for John. Right place, right time,
14 right result.

15 Then two days ago, we had an
16 attempted suicide at White Clay also that John
17 had to deal with. That person, again, a
18 citizen, and John is giving me more information
19 on this, but somebody that was in the park, saw
20 this person, actually ended up calling 911,
21 starting to do CPR.

22 So this person that was a citizen
23 that was trying to enjoy the park, saw this
24 person, took the initiative, and actually saved



1 the person's life. They said if that person
2 had not done anything, the person absolutely
3 would have died. It was a suicide, attempted
4 suicide type issue.

5 So I'll get some information
6 about the person, then we'll probably recognize
7 that person, as well, for it. But from the
8 enforcement standpoint or front, that's the
9 skinny.

10 MR. CHESSE: Okay. Through the
11 planning preservation development section, park
12 resource office, that's typically, just so
13 anybody that doesn't know that, that's the
14 planning section of our group.

15 Skip down here to the Brandywine
16 Creek State Park trail plan, we've been working
17 on the trail plan for a while now. That's not
18 only going to work on the Brandywine Creek
19 State Park side of things, but also interface
20 into the new national park monument we had on
21 land adjoining.

22 We've had the first of several
23 outreach meetings with stakeholders, users,
24 neighbors, and different representatives from



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 people within parks, and also the National Park
2 Service. The idea is we're going to have an
3 open house workshop in April for the public to
4 come out and look at the plan. And then we'll
5 go from there on that.

6 Next page, Page 9, we have down
7 middle of the page, DTF grants, this is what I
8 was talking about earlier. The park resource
9 office received 15 inquiries for potential
10 Delaware trust fund grant projects sponsored by
11 local governments. Staffs will be visiting the
12 sites, consulting with the sponsors on project
13 readiness and providing next steps in the grant
14 application process. We'll be seeing the
15 outcome of that process at future meetings
16 here.

17 Next page, Page 11, the Walkable
18 Bikeable Rally. Staff in the Park Resource
19 office, working on the development of rally
20 geared towards legislative support for trails
21 and pathways. It's going to be held in May as
22 part of Bike Week. This event is led by DelDOT
23 and Bike Delaware. But it relies heavily on
24 Parks staff, and a lot of the information



1 that's held within our files, and a lot of the
2 expertise within our office.

3 Lewes Byways, we're working with
4 Lewes Byways group, it's a citizen-led group
5 doing a comprehensive byway management plan
6 for roads around Lewes. We've also got some
7 planning to try to work on extensions of some
8 of the trails we've got in Cape Henlopen out
9 into Lewes, and in addition to connections to
10 Georgetown along the railroad corridor there.

11 Down at the bottom of Page 10,
12 you can see that Kendall Sommers and Bob
13 Ehemann are among the people in that training
14 course from Clemson University that Matt Ritter
15 was talking about.

16 Next page, Page 12, open space
17 program. We completed the acquisition of the
18 Rogers/Moyer tract down near Trap Pond State
19 Park, in the James Branch Nature Preserve area.
20 It's 51 acres of bald Cypress habitat. It's
21 got forest lands and agricultural lands. It's
22 was \$190,000. It was a conservation easement,
23 not fee simple acquisition.

24 Bottom of Page 12, office of



1 design and development. That's our
2 construction arm within my shop. Assawoman
3 Canal Trail, the project was awarded to
4 Grassbusters, \$683,000. We were happy with
5 that price. The project is scheduled to
6 commence within the month. We actually have a
7 pre-construction meeting scheduled for next
8 Wednesday, and looking for that project to get
9 under way, looking to hopefully have that done
10 as early in the summer as we can, if not before
11 the summer.

12 Auburn Heights and NVF, things
13 still moving along there. Bottom of the page,
14 Paper Mill, we're starting to work on the park
15 office. Right now it's the Marshall Brothers
16 Paper Mill Office. It's going to become the
17 Park Office for the Auburn Heights property on
18 Benge Road. We've been working on stabilizing
19 the building, and starting to get more
20 aggressive with it now that we have a park
21 superintendent in residence up there. And we
22 are going to be doing some repointing, some
23 roof work and other things on that in the
24 spring.



1 MR. MEARS: And the -- did Amir
2 die?

3 MR. CHESSER: Yes.

4 MR. MEARS: I thought I saw that
5 in the obituary. Is that going to have any
6 impact on anything, do you know?

7 MR. CHESSER: I don't know. I
8 had a meeting on Tuesday with a gentleman who
9 is interested in purchasing his property. So
10 that's still yet to be seen.

11 MR. MEARS: I saw that in the
12 paper, and I thought, I wonder if that's going
13 to, you know, because he was kind of on our
14 favor.

15 MR. CHESSER: Yeah. His wife and
16 his daughter I guess are probably looking to
17 sell out. I don't know if they want to stay
18 there. They also just had a very unfortunate
19 fire up there, the horse barn caught on fire, I
20 don't know if anybody saw that in the paper.
21 They lost 11 Arabian stallions in the fire.
22 Only one of them were able to get out of the
23 barn. It happened in the night.

24 So I think after that happened, I



1 think the sales inquiry happened after that. I
2 think they've kind of lost the will to be up
3 there now and not be around that anymore.

4 Cape campground, on the same
5 page, we've been working on a GSA contract for
6 two new bath houses at Cape campground.
7 Everything is on schedule with that. Holts
8 Landing State Park, middle of the page, Ray
9 mentioned that, we're still working with fish
10 and wildlife and other sections of DNREC to
11 make sure we get all the permits in place and
12 all the things we need in place.

13 Killens Pond State Park, pool
14 rehab, still working on the phase 1
15 construction documents with the hope that some
16 money comes along so that as soon as the pool
17 closes this year, we can go into construction
18 if money is found.

19 Next page, on Page 14, or last
20 page, Alapocas Trail Paving, we just opened
21 bids the other day for paving of the trail
22 around the Brandywine Condos in Wilmington.
23 This also included some unit prices for some
24 additional paving work around the Nemours



1 complex near Alapocas Drive, and some other
2 trail work in that general northern Delaware
3 region.

4 So we're excited to get that
5 done. We have trails that are either stone now
6 that are washing out in certain areas that need
7 some work. Very steep trails tend to wash out
8 in rain storms, so this is going to be paving
9 those sections and redoing a lot of that. So
10 that bid was just opened last week, and we're
11 starting to work on the contracts.

12 MR. BIVENS: We're hoping any day
13 a demolition contract comes back for the monkey
14 house, it's not our building, it's owned by the
15 City of Wilmington. We've gone through all the
16 steps, but our proposal to reuse the bricks to
17 help create a gathering plaza and interpret the
18 history of the zoo. But right now, that
19 building and the fence restricts handicap
20 facility to the zoo, which is a real crime.
21 It's gone on way too long. But we're at the
22 mercy -- it's a city process we have to walk
23 through.

24 The other thing I want to



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 announce, two weeks ago, Secretary Small, maybe
2 it was a week ago, at a tribute to Senator
3 Venables announced that we will be renaming the
4 Loblolly Trail at Trap Pond State Park, the one
5 that circumnavigates the pond that's so popular
6 to the Bob, in honor to Senator Venables. That
7 was originally a Chaz idea that, you know, not
8 to say call it the Senator Venables, you know,
9 something trail, but just to call it the Bob to
10 make people ask the question why is this called
11 the Bob? Which I think that was one of the
12 biggest honors, and we'll hold a separate
13 dedication type of event this summer once the
14 wayside is done and have Senator Venables back
15 out. The Friends of Trap also give him a
16 lifetime membership.

17 MR. CHESSER: One other quick
18 project I glossed over, I missed as I was going
19 through, Bellevue State Park, the indoor tennis
20 center. We've awarded a contract to the
21 demolition of that structure, and we had a
22 preconstruction meeting with that, so that work
23 should be beginning the next month.

24 MR. MEARS: And what?



1 MR. CHESSER: Within the next
2 month, the work should be started.

3 MR. MEARS: To get started, or
4 get the contract?

5 MR. CHESSER: No, to get started.

6 MR. MEARS: That's a million
7 dollars?

8 MR. CHESSER: It's \$700,000.

9 MR. BIVENS: It came in
10 underestimate.

11 MR. MEARS: It came in for
12 three-fourths?

13 MR. CHESSER: Yes. That was a
14 good surprise.

15 MR. BIVENS: We'll put that into
16 the Cape pier renovations.

17 MR. CHESSER: Quite honestly, we
18 would have had to pick Cape pier for indoor
19 tennis center.

20 MR. BIVENS: Clyde?

21 MR. SHIPMAN: I wanted to suggest
22 something, and I bring you it up for
23 consideration by the division, on the
24 Brandywine Creek State Park trail plan, where



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 you said that you were having some meetings
2 scheduled, an open house workshop, and some
3 meetings with some of the interested parties up
4 there, I didn't know whether that was something
5 that maybe the division could advise the
6 council members of. Not just that plan, but
7 things like that that come up that are more of
8 a public forum type thing that we could
9 possibly attend. I mean, maybe none of us
10 would attend, but if it's in a park in our area
11 or we have some specific interest in a park
12 like that, council members could come out and
13 keep us abreast and also support the division.

14 MR. BIVENS: We could probably, I
15 don't know the next meeting, if it would be
16 good to have an update on that, if that would
17 be -- because we're proposing some pretty
18 radical changes, adding a lot of trail mileage
19 on the side of the park with the nature center,
20 creating some much larger loops throughout the
21 park is under -- and mountain biking on that
22 side, multi-use trails.

23 So we can, we'll bring that to
24 the next meeting and make sure to try to spread



1 more of those out. The public meetings haven't
2 happened yet, but I would think you would be
3 want to be involved even with the discussion
4 with user groups. So when we talk surf
5 fishing, I think that would be another
6 opportunity to invite next week to our surf
7 fishing meeting. Is that why you were standing
8 up Wayne?

9 MR. KLINE: Yeah.

10 MR. BIVENS: Great suggestion,
11 Clyde.

12 MR. MEARS: Updates?

13 MR. BIVENS: On the proposed
14 fee -- oh, I'm sorry. Are there any other
15 updates or anything?

16 MR. MEARS: Small business. That
17 would be Greg?

18 MR. ABBOTT: Yeah, let me get an
19 update on the fee implementation? At our last
20 meeting we presented to you guys a proposed fee
21 package. That fee package was the follow-up of
22 three statewide meetings that were held and
23 allowed us to accept or garner feedback from
24 the public, and the feedback we got was



1 overwhelmingly positive for the fee package.
2 So the fee package has the language written,
3 was submitted. It went to the governor's
4 office, and then later was submitted to the
5 Delaware General Assembly.

6 So effective February 15th, our
7 user fees and our daily entrance fees, user
8 fees went into effect February 1st, which is
9 everything accept for our entrance, our surf,
10 and our annuals, and they are going to be
11 increasing on February 15th.

12 That's the easy part. I mean,
13 not the easy part, it was a process to get to
14 there, so we're excited and grateful for your
15 support for that. Our Friends groups were
16 incredibly supportive, and just the general
17 public was overwhelmingly supportive of what we
18 proposed.

19 Now the challenge for us is
20 getting everything on the backside in place.
21 I'll give you a sense of what our staff was up
22 to. So we have a fee manual to goes out to all
23 of our parks that has to be updated with all
24 the new information. The parks signage. You



1 can imagine, every park sign has a fee on it,
2 they've all got to be updated and changed and
3 temporarily changed. The announcement, the
4 press release went out earlier this week.

5 MR. BIVENS: I want to add
6 something to that. At your request, big and
7 bold at the top was last chance, lock in
8 2000 -- it wasn't 2014, it was really lock in
9 2004 prices. We haven't changes in a decade.
10 And I just did an interview with WDEL
11 yesterday, and that was the first thing out.
12 And I know Mary and Grey, we've all done quite
13 a bit. We have seen, do you want to comment,
14 on the past sales we've seen?

15 MR. ABBOTT: Especially
16 E-government sales, which is our online sales,
17 we're getting 75 requests a day, what it's
18 running, and we would usually be getting 25 or
19 30 a day. I can't wait to see the end of the
20 month numbers, because it's going off the
21 charts.

22 MR. BIVENS: I heard the Delaware
23 Seashore at the marina, the life savings
24 station did 6 or \$7,000 worth of permit sales



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 on a Saturday, which in January, that's unheard
2 of.

3 MR. ABBOTT: The numbers are
4 really hopping. Announcements again, the press
5 release went out, we'll be putting in our
6 e-newsletter. The website had to be updated,
7 because that's where we're referring or driving
8 people to. We had to do all the back work
9 there.

10 Our agents, we've got a dozen
11 agents in the field, they've got all the
12 different permits, so we're working with those
13 folks. We had to order all the new actual
14 supplies, the daily entrance tickets,
15 everything that you would buy if you were
16 buying something had to be purchased and had to
17 be reordered.

18 E-Government, again, all that has
19 to be updated because now we're swiping stuff
20 and bar-coding stuff, that has to be updated in
21 E-government and our point of sale, as well.
22 So our staff is very, very busy right at the
23 movement trying to get all this done by
24 February 15th. So they're making good



1 progress, and it's a nice problem to have. So
2 we're excited to be doing it, and thank you for
3 your support.

4 MR. BIVENS: That has really
5 taken some of the pressure off. I was
6 mentioning to Jan on the way up here, and
7 Clyde, that 1.1 million, it won't all be
8 generated at once, it will take over a year or
9 more to have it cycled in. We've started
10 setting aside 20 percent of our concession
11 revenues just to a concession generation
12 account, so that when those bids come up. We
13 were so hand to mouth that we had no ability,
14 and what this was going to do was cost us for
15 generations. If a place looks like junk,
16 you're going to get less bids coming in,
17 whether it's the stables at Lums or boating
18 concession. We replaced our countertops in our
19 beach bath houses for the food concession for
20 the first time since the '70s. That's the kind
21 of stuff. We have a lot of catchup to do, but
22 thank you all for that.

23 And just to kind of keep things
24 simple, I'm going to propose that Wayne's surf



WILCOX & FETZER LTD

Registered Professional Reporters

(302) 655-0477

www.wilfet.com

1 fishing presentation, we make that an optional
2 thing, anyone would want to see it. That way
3 we could close out the minutes and not have to
4 transcribe this entire thing.

5 I think we have two kind of
6 optional things. One is a tour of marketing
7 stuff here and our touch screen, and then I
8 think there will be time for that before lunch.

9 Then I think since Jim White got
10 here, we could let him give any updates he has
11 before we close out our hearing. Would that be
12 okay?

13 MR. MEARS: Sure, absolutely.

14 You're next, Jim.

15 MR. WHITE: The one thing I think
16 we're trying to work on is work with the State
17 Department of Agriculture with the forest areas
18 to try to see if we can find some common ground
19 to get one or two natural areas designated in
20 those areas.

21 We're also continuing to work
22 with parks, of course, at White Clay Creek and
23 probably in the future of other areas,
24 designated natural areas.



1 MR. BIVENS: We were just working
2 on a dedication for new land coming into Fork
3 Branch, Silver Lake north of --

4 MR. WHITE: Yeah. Great area
5 down there.

6 I think that's about it. Sorry
7 I'm late.

8 MR. BIVENS: So we can adjourn
9 the meeting.

10 MR. MEARS: Okay. New business
11 is going to be the presentation. Upcoming
12 events.

13 MR. BIVENS: Where would you like
14 to meet?

15 MS. MAHONEY: The date is not
16 correct. May 1st is a Friday.

17 MR. BIVENS: May 7th is the first
18 Thursday, so that must be a typo.

19 And I know you guys like to have
20 your summer meetings at the beach, so that's
21 not quite the summer meeting yet. So I don't
22 know if you want to be in Kent County or up in
23 New Castle County again. We could always do
24 two in Sussex back to back, like Trap Pond.



1 MR. RITTER: Trap Pond, that's
2 the day of Healthy Kids Day, the 7th.

3 MR. BIVENS: Would that be too
4 much?

5 MR. RITTER: We've done it
6 before.

7 MR. MEARS: We've been there for
8 the kids day and had lunch and all.

9 MR. BIVENS: I think that would
10 be great.

11 MR. RITTER: We're bringing lunch
12 in anyway.

13 MR. BIVENS: Is there anything
14 else that the council would like to check in on
15 or get an update on?

16 MR. MEARS: Do I hear a motion to
17 adjourn the meeting now?

18 MS. BRAMBLE: I make the motion.

19 MR. SHIPMAN: I'll second it.

20 MR. MEARS: Anything for the good
21 of the order?

22 MR. SHIPMAN: And I propose we
23 have a five-minute break.

24 MR. MEARS: We have a motion to



1 adjourn the meeting, seconded. All in favor
2 say Aye.

3 (All members responded with
4 "Aye".)

5 MR. MEARS: Hearing is adjourned.

6 (Hearing adjourned at 10:40 a.m.)
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24



1 State of Delaware)
2)
3 New Castle County)
4

5 CERTIFICATE OF REPORTER
6

7 I, Jennifer M. Guy, Professional Reporter
8 and Notary Public, do hereby certify that the
9 foregoing record, pages 1 to 66 inclusive, is a
10 true and accurate transcript of my stenographic
11 notes taken on February 5, 2015, in the
12 above-captioned matter.
13

14
15 
16
17 Jennifer M. Guy, RPR
18
19
20
21
22
23
24



| | | | | |
|--------------------|--------------------|-------------------|-------------------|---------------------|
| | | | | |
| \$ | account (1) 61:12 | advise (1) 56:5 | 23 59:2,12 | 13,19 57:5 |
| | accounts (1) | AED (1) 46:6 | 60:8,11,13,18, | answer (1) 21:1 |
| | 37:23 | after (3) 38:23 | 23 61:7,22 | answered (1) |
| \$1 (1) 24:7 | acquisition (2) | 51:24 52:1 | 64:8 65:1,3 | 44:20 |
| \$1.4 (1) 25:1 | 49:17,23 | again (10) 25:19 | allow (1) 35:23 | antiquated (1) |
| \$100 (1) 27:20 | acres (1) 49:20 | 26:11 34:3 | allowed (1) 57:23 | 35:9 |
| \$100,000 (2) | across (1) 28:4 | 39:13,16 41:2 | allows (1) 35:11 | anybody (4) 8:12 |
| 24:22,23 | active (2) 9:17 | 46:17 60:4,18 | almost (3) 38:19 | 32:10 47:13 |
| \$13 (1) 22:15 | 34:22 | 63:23 | 40:17 42:23 | 51:20 |
| \$15,000 (2) 19:3 | actively (1) 29:5 | agencies (1) | along (6) 39:5 | anymore (4) |
| 41:3 | activities (1) | 24:16 | 41:20 44:10 | 10:22 11:16, |
| \$190,000 (1) | 33:23 | agenda (1) 30:8 | 49:10 50:13 | 21 52:3 |
| 49:22 | actual (1) 60:13 | agents (2) 60:10, | 52:16 | Anyone (3) |
| \$30,000 (1) 36:11 | actually (5) 24:5 | 11 | already (1) 22:23 | 17:10 19:17 |
| \$300,000 (1) 44:3 | 46:11,20,24 | aggressive (1) | also (22) 11:4 | 62:2 |
| \$600,000 (1) 26:5 | 50:6 | 50:20 | 20:5 22:16 | anything (18) |
| \$683,000 (1) 50:4 | add (4) 23:24 | aging (1) 10:21 | 23:9 26:3,23 | 8:11,17 12:6, |
| \$7,000 (1) 59:24 | 26:4 42:1 59:5 | ago (9) 21:10 | 30:6 32:24 | 8,12 13:23 |
| \$700,000 (1) 55:8 | added (1) 41:17 | 24:7 26:19,21 | 33:10 34:23 | 14:15,16 15:7 |
| \$75,000 (1) 19:23 | adding (1) 56:18 | 40:22 44:16 | 38:4 44:2 | 17:20 23:23 |
| \$900,000 (1) | addition (2) | 46:15 54:1,2 | 45:5 46:16 | 27:24 40:11 |
| 24:21 | 35:22 49:9 | agreements (1) | 47:19 48:1 | 47:2 51:6 |
| | additional (3) | 14:5 | 49:6 51:18 | 57:15 64:13,20 |
| A | 12:17 39:7 | agricultural (1) | 52:23 54:15 | anyway (1) 64:12 |
| | 52:24 | 49:21 | 56:13 62:21 | anywhere (1) |
| ABBOTT (9) 24:1 | address (1) 35:19 | Agriculture (1) | always (7) 13:11 | 37:12 |
| 28:22 32:15 | adjoining (1) | 62:17 | 15:21 18:23 | Ape (3) 32:22 |
| 36:15 37:1,10 | 47:21 | ahead (3) 10:9 | 36:16,17 45:6 | 33:2,10 |
| 57:18 59:15 | adjourn (3) 63:8 | 20:11,16 | 63:23 | applicable (1) |
| 60:3 | 64:17 65:1 | air (1) 36:19 | amazing (1) 37:7 | 24:12 |
| ability (4) 18:10, | adjourned (2) | Alapocas (2) | ambulance (1) | application (1) |
| 18 38:1 61:13 | 65:5,6 | 52:20 53:1 | 46:9 | 48:14 |
| able (7) 10:22 | Administration (1) | alive (1) 46:8 | Amir (1) 51:1 | applications (2) |
| 12:8 13:9 | 28:21 | All (52) 9:7,8 | among (2) 39:8 | 12:21 15:13 |
| 19:16 22:12 | administrators (1) | 10:23 13:21 | 49:13 | apply (2) 25:13, |
| 29:20 51:22 | 39:3 | 16:7 18:17 | Angelo (1) 45:14 | 14 |
| abreast (1) 56:13 | ads (1) 18:22 | 19:24 23:22 | animals (2) | appreciate (2) 8:8, |
| absolutely (2) | advantage (1) | 24:8,9,10,11, | 41:20 42:1 | 15 |
| 47:2 62:13 | 33:2 | 21,24 25:12, | announce (1) 54:1 | Approval (2) 8:20 |
| academy (2) | advertised (2) | 13 26:9,9 | announced (1) | 9:2 |
| 45:10,11 | 40:4,6 | 27:7,8,8,12, | 54:3 | approve (1) 9:4 |
| accept (2) 57:23 | advertisements (1) | 15,16,16,23 | announcement (1) | Approved (3) 9:6, |
| 58:9 | 18:13 | 30:6 33:9 | 59:3 | 13 17:22 |
| access (1) 35:12 | advertising (12) | 34:22 36:22 | Announcements (1) | April (2) 33:11 |
| accommodations (1) | 18:18 30:9, | 37:18 38:7 | 60:4 | 48:3 |
| 33:18 | 12,14,24 31:4, | 39:1,1 41:15 | annuals (1) 58:10 | Arabian (1) 51:21 |
| accomplish (1) | 5,9,12 32:6, | 52:11,12 | another (5) | area (11) 21:16, |
| 32:3 | 11 33:11 | 53:15 58:22, | 18:22 22:12, | 18 22:22 23:2, |

| | | | | |
|---|---|--|---|--|
| 4,9 29:24 42:8 49:19 56:10 63:4 Areas (7) 12:3 53:6 62:17,19, 20,23,24 arm (1) 50:2 around (5) 43:3 49:6 52:3,22, 24 arrest (1) 46:6 Art (1) 45:14 aside (3) 17:9 37:22 61:10 ask (1) 54:10 asked (1) 14:9 asks (1) 21:6 Assawoman (1) 50:2 assembly (2) 25:7 58:5 athletics (1) 33:15 attempted (2) 46:16 47:3 attend (2) 56:9, 10 attendance (1) 41:22 attention (3) 41:20 43:14, 15 attorney (1) 14:1 Auburn (2) 50:12, 17 audience (1) 37:11 August (1) 34:12 authority (4) 18:8, 16 19:7,9 auxiliary (1) 17:21 awarded (2) 50:3 54:20 away (1) 18:2 Aye (4) 9:7,9 65:2,4 | back (11) 25:18 26:11 35:17 43:23 46:7,8 53:13 54:14 60:8 63:24,24 backlog (1) 27:20 backside (1) 58:20 backup (1) 11:2 Bacon (1) 11:13 bad (1) 13:17 bait (1) 21:15 bald (2) 41:18 49:20 Band-Aid (1) 20:17 bank (1) 16:18 banking (1) 16:21 bar-coding (1) 60:20 barn (2) 51:19, 23 based (1) 32:6 basic (1) 11:22 bath (2) 52:6 61:19 Baynard (1) 31:8 beach (2) 61:19 63:20 Becky (1) 11:3 become (1) 50:16 before (13) 13:4 14:11 17:11 21:19 22:4 26:12,24 33:24 39:11 50:10 62:8,11 64:6 Beginning (2) 34:14 54:23 being (2) 9:24 27:3 believe (1) 26:13 believed (1) 27:2 Bellevue (1) 54:19 Benge (1) 50:18 best (2) 10:1 | 23:6 between (1) 30:10 bid (2) 20:12 53:10 bidding (2) 24:9 26:3 bids (3) 52:21 61:12,16 big (7) 11:8 19:22 28:3 34:1 41:15 43:20 59:6 bigger (2) 40:7 44:22 biggest (2) 21:3 54:12 Bike (2) 48:22, 23 Bikeable (1) 48:18 biking (1) 56:21 bill (8) 16:1,7 17:18,22 24:1, 3 25:6 26:10 bit (3) 14:20 17:4 59:13 BIVENS (27) 14:17 15:1, 23 17:16 23:17 26:18 28:9,20 43:21 45:4 53:12 55:9,15,20 56:14 57:10, 13 59:5,22 61:4 63:1,8, 13,17 64:3,9, 13 blue (1) 42:5 board (6) 10:21 11:18 33:4 35:4 37:5 44:23 boating (1) 61:17 Bob (4) 49:12 54:6,9,11 bold (1) 59:7 | book (1) 34:18 bottom (4) 42:16 49:11,24 50:13 Brady (2) 15:6 40:2 BRAMBLE (2) 9:3 64:18 Branch (2) 49:19 63:3 Brandywine (5) 41:16 47:15, 18 52:22 55:24 break (1) 64:23 bricks (1) 53:16 Brief (3) 9:14 28:14,23 briefly (1) 40:5 bring (7) 16:11 23:19 29:11, 13 38:24 55:22 56:23 bringing (2) 30:23 64:11 Brock (1) 33:5 Brothers (1) 50:15 brought (2) 44:2 46:6 Brown (1) 25:20 bucks (1) 17:2 budget (8) 9:19, 21 19:15,19, 23 20:8,13 23:19 build (2) 41:7 42:3 building (4) 37:24 50:19 53:14,19 buildings (1) 37:22 built (1) 11:7 bump (1) 19:23 business (5) 19:6 32:23 34:6 57:16 63:10 busy (1) 60:22 buy (2) 21:19 60:15 | buying (1) 60:16 buys (2) 20:20 35:5 bypass (1) 46:12 byway (1) 49:5 Byways (2) 49:3, 4 C call (7) 16:4 20:17 21:9 30:13 31:19 54:8,9 called (2) 40:3 54:10 calling (1) 46:20 calls (1) 12:9 came (6) 19:19 31:12 33:7 41:2 55:9,11 campground (7) 32:24 33:14, 19 34:8,23 52:4,6 camping (3) 33:1, 8 34:16 Canal (1) 50:3 can-do (3) 42:11, 23 43:5 candy (1) 37:6 Cape (13) 14:23 20:15,17 21:7, 17,20 22:22 34:16 49:8 52:4,6 55:16, 18 captive (1) 37:10 capture (1) 35:23 cardiac (1) 46:5 care (1) 46:11 Carry (1) 28:19 carte (1) 32:5 cases (1) 24:14 cash (1) 16:15 Cashin (1) 11:17 Castle (2) 43:7 63:23 |
| B | | | | |

| | | | | |
|---|---|--|--|--|
| catch (2) 12:9 13:4 catchup (1) 61:21 caterer (3) 36:9, 12,23 catering (3) 36:5, 7,10 caters (1) 36:7 caught (1) 51:19 cause (3) 24:24 27:7,24 causes (1) 18:19 centennial (1) 11:8 center (4) 10:16 54:20 55:19 56:19 certain (2) 18:9 53:6 chagrin (1) 37:5 Chairman's (1) 9:14 challenge (2) 44:2 58:19 challenged (1) 43:22 challenges (1) 18:5 chance (2) 36:13 59:7 change (1) 43:20 changed (2) 59:2, 3 changes (2) 56:18 59:9 channel (1) 23:8 charts (1) 59:21 Chaz (2) 43:23 54:7 check (1) 64:14 checking (1) 9:24 CHESSER (18) 15:8,12,21 21:21 22:16 23:15 24:4 26:20 47:10 51:3,7,15 54:17 55:1,5, | 8,13,17 Chief (1) 18:4 Children (3) 40:21 41:3,6 chilling (1) 25:16 chips (1) 37:6 Christiana (1) 46:10 circumnavigates (1) 54:5 citizen (2) 46:18, 22 citizen-led (1) 49:4 City (2) 53:15,22 Civil (1) 11:8 Clay (6) 45:14, 14,23 46:2,16 62:22 Clemson (2) 38:14 49:14 Cleveland (1) 45:15 close (4) 14:18 44:12 62:3,11 closer (1) 23:8 closes (1) 52:17 closing (2) 10:13 11:2 Club (2) 11:12 25:19 Clyde (5) 12:5 15:18 55:20 57:11 61:7 Coach (2) 33:5,6 coalition (1) 19:12 coastal (2) 42:6 44:10 cold (1) 39:17 collapsed (1) 46:5 come (13) 8:14 17:11 24:21 25:18 26:7 27:10 33:6 35:17 45:20 48:4 56:7,12 61:12 comes (8) 25:9 | 33:15,16 35:9, 15,18 52:16 53:13 coming (11) 8:8, 15 24:16 25:10 35:1 38:8 41:13 43:14 45:12 61:16 63:2 commence (1) 50:6 comment (3) 17:8, 9 59:13 comments (1) 17:12 commercial (1) 33:7 commitment (1) 42:19 committed (1) 36:22 common (1) 62:18 communities (1) 43:3 community (1) 41:9 company (1) 19:2 completed (3) 12:1,16 49:17 complex (1) 53:1 component (1) 29:18 comprehensive (1) 49:5 concept (1) 23:19 concern (1) 15:22 concerned (3) 18:1 26:22 40:3 concert (1) 31:6 concession (7) 36:18 37:23 44:7 61:10,11, 18,19 concessionaires (1) 37:24 Condos (1) 52:22 | conductive (1) 22:18 conference (1) 16:4 connections (1) 49:9 Conservation (3) 15:6,19 49:22 consideration (1) 55:23 constructio (1) 21:24 construction (4) 22:2 50:2 52:15,17 consulting (1) 48:12 continual (1) 15:22 continue (8) 17:13 33:20 39:16 41:4,7 42:1,3,18 continues (1) 29:16 continuing (2) 22:22 62:21 contract (4) 52:5 53:13 54:20 55:4 contracts (3) 14:4 36:6 53:11 control (2) 19:23 40:14 coordinator (1) 41:4 core (1) 38:24 correct (3) 16:23, 24 63:16 corridor (1) 49:10 cost (4) 25:23 27:4 28:7 61:14 could (12) 20:11 21:14 24:24 36:22 44:11 56:5,8,12,14 62:3,10 63:23 | Council (4) 17:11 56:6, 12 64:14 Councilman (3) 19:16 28:13, 15 countertops (1) 61:18 county (4) 43:6,8 63:22,23 couple (6) 17:2 26:18 28:24 29:24 34:6 43:19 course (5) 21:12 38:15,17 49:14 62:22 cover (3) 15:9 30:7 33:21 CPR (1) 46:21 create (1) 53:17 creating (1) 56:20 creative (1) 29:4 Creek (6) 45:14, 15 47:16,18 55:24 62:22 crime (1) 53:20 crowd (2) 43:2,9 crowds (2) 37:19 41:21 Curatorship (2) 13:22 14:2 curious (1) 43:10 current (3) 22:18, 20 29:17 currently (2) 18:7 20:13 customer (1) 42:19 cut (1) 15:20 cuts (2) 19:21 44:15 cycle (1) 20:19 cycled (1) 61:9 Cypress (1) 49:20 |
| D | | | | |

| | | | | |
|--|--|--|--|---|
| daily (2) 58:7 60:14 | demographics (1) 30:19 | 55:23 56:5,13 | | 26:17 28:9 59:19 |
| damage (1) 13:15 | demolition (2) 53:13 54:21 | DNREC (4) 19:21 22:24 23:22 52:10 | E | ended (2) 11:12 46:20 |
| Dan (1) 11:17 | department (3) 16:19 40:24 62:17 | documents (1) 52:15 | each (2) 41:2 43:6 | ending (1) 25:8 |
| Daniels (4) 16:18,20,24 17:3 | depends (1) 22:17 | Dogfish (1) 18:24 | eagles (1) 41:18 | E-newsletter (2) 29:15 60:6 |
| DART (1) 18:10 | design (3) 22:3 29:6 50:1 | dollar (1) 27:6 | earlier (2) 48:8 59:4 | enforcement (2) 35:13 47:8 |
| date (2) 14:3 63:15 | designated (2) 62:19,24 | dollars (6) 20:3, 19 25:24 27:7 28:6 55:7 | early (3) 13:8 42:12 50:10 | engaged (1) 29:5 |
| daughter (1) 51:16 | development (5) 38:6,13 47:11 48:19 50:1 | donate (1) 27:11 | easement (1) 49:22 | enhancement (1) 34:20 |
| David (1) 10:17 | device (1) 29:13 | donation (1) 25:11 | easier (1) 29:8 | enjoy (1) 46:23 |
| day (15) 9:20,20 19:20 21:6 39:13,14 40:20 45:22 52:21 53:12 59:17,19 64:2, 2,8 | devices (1) 29:11 | donations (1) 24:15 | easy (4) 29:12 40:19 58:12,13 | entered (1) 35:16 |
| days (3) 9:23 21:10 46:15 | dialysis (1) 9:22 | done (10) 12:2 30:17 38:19 47:2 50:9 53:5 54:14 59:12 60:23 64:5 | eat (1) 44:1 | enters (1) 35:10 |
| deal (3) 19:1 26:7 46:17 | die (1) 51:2 | Dover (1) 35:9 | economy (1) 21:8 | entire (5) 8:7 22:9 25:15,22 62:4 |
| decade (1) 59:9 | died (2) 26:16 47:3 | down (13) 8:16 14:12,19 21:8 29:1 42:11 44:6 45:18 47:15 48:6 49:11,18 63:5 | Edie (3) 10:8,9 12:1 | entrance (4) 46:3 58:7,9 60:14 |
| December (3) 8:23 12:14,22 | differences (1) 24:24 | dozen (1) 60:10 | Education (1) 40:24 | environmental (1) 41:8 |
| decided (1) 11:15 | different (9) 16:14 19:18 33:23 36:23, 23 38:12 40:11 47:24 60:12 | draw (1) 23:12 | effect (2) 25:16 58:8 | especially (4) 19:16 24:17 27:22 59:15 |
| dedicated (2) 44:16,18 | difficult (1) 25:3 | drawn (1) 41:21 | effective (1) 58:6 | essentially (5) 26:16 27:11 28:12 30:16 31:15 |
| dedication (2) 54:13 63:2 | Digest (1) 29:2 | draws (1) 16:10 | effort (1) 43:2 | Esther (1) 38:21 |
| deer (2) 12:21 13:11 | dimension (1) 38:18 | drive (2) 32:23 53:1 | E-government (3) 59:16 60:18, 21 | estimates (1) 25:23 |
| definitely (1) 19:12 | discounts (1) 29:22 | driving (2) 46:2 60:7 | Ehemann (1) 49:13 | Eve (1) 40:18 |
| Delaware (16) 10:6,7 11:14 19:6 31:24 32:20,21 33:5, 14 36:12 45:17 48:10, 23 53:2 58:5 59:22 | discourage (1) 28:8 | DTF (1) 48:7 | either (2) 38:16 53:5 | even (9) 9:18 25:2 26:24 27:2,10,12 31:7 44:9 57:3 |
| DeIDOT (1) 48:22 | discouraged (1) 28:1 | DuPont (2) 11:13 20:4 | electric (1) 14:15 | event (3) 44:23 48:22 54:13 |
| deli (1) 8:10 | discourages (1) 24:13 | DURHAM (6) 9:5 10:3 32:13 35:18 37:14 42:4 | electronic (1) 29:11 | events (7) 31:6 34:2,3 41:21 44:22,24 63:12 |
| demographic (1) 30:18 | discussion (1) 57:3 | dusted (1) 26:11 | elements (1) 38:13 | every (4) 22:3 39:15 40:9 59:1 |
| | district (1) 21:13 | dynamics (1) 39:1 | elevated (1) 44:11 | everybody (2) 8:17 30:9 |
| | division (4) 18:7 | | else (4) 37:12 44:15 46:4 64:14 | everything (7) |
| | | | email (1) 15:18 | |
| | | | encourage (1) 19:17 | |
| | | | encouraging (2) 27:19 31:16 | |
| | | | end (4) 20:18 | |

| | | | | |
|---|--|---|---|---|
| 14:3 35:1 44:15 52:7 58:9,20 60:15 exactly (1) 13:8 excited (5) 19:9 36:3 53:4 58:14 61:2 excitement (1) 42:13 exhibit (1) 41:19 expected (2) 16:9, 9 expecting (1) 22:21 expensive (2) 23:10 25:3 expertise (1) 49:2 experts (1) 22:24 exposure (1) 39:10 extend (1) 17:20 extensions (1) 49:7 | 2,22 59:1 feedback (3) 42:20 57:23, 24 fees (3) 58:7,7,8 feet (1) 11:9 fence (1) 53:19 few (7) 12:9 13:20 14:9,22 27:13 30:3 39:12 field (5) 12:11 15:14 35:12 39:4 60:11 fight (1) 38:22 files (1) 49:1 fill (1) 17:17 filled (1) 35:6 final (2) 15:24 21:23 finalized (1) 19:1 Finally (1) 39:4 find (8) 8:1,11 13:13 21:3 27:21,21 42:4 62:18 finished (1) 36:6 fire (3) 51:19,19, 21 firefighters (1) 17:23 first (9) 10:15 17:16 39:13, 14,17 47:22 59:11 61:20 63:17 fish (2) 21:11 52:9 fishing (9) 18:5 20:15,18 23:3 35:5,15 57:5, 7 62:1 five (2) 26:20 39:19 five-minute (1) 64:23 fix (1) 20:17 fixed (1) 21:14 | flat (1) 19:19 flavor (1) 33:22 Fletcher (1) 25:20 folks (3) 21:5 32:24 60:13 follow (1) 26:2 followers (1) 30:20 follow-up (1) 57:21 food (1) 61:19 football (2) 33:6, 16 footnote (1) 16:16 footwear (1) 8:1 forest (2) 49:21 62:17 forget (1) 24:6 forgo (1) 33:11 Fork (1) 63:2 formalize (1) 15:15 formattable (1) 29:10 Fort(4) 10:5,7 11:13 20:4 forum (1) 56:8 forward (2) 16:6 41:5 forwarded (1) 15:17 found (2) 8:3 52:18 free (3) 17:20 18:2 23:9 Friday (1) 63:16 Friends (10) 17:24 18:6 19:10 24:15 26:9 27:3 28:1 43:16 54:15 58:15 front (2) 15:24 47:8 FTO (1) 45:22 full (3) 19:8 20:16 44:18 fully (1) 45:17 | fund (1) 48:10 fundraising (1) 28:6 furniture (1) 10:18 future (3) 15:2 48:15 62:23 G gains (1) 19:22 game (1) 33:16 garner (1) 57:23 gathering (1) 53:17 gave (2) 12:19 30:9 geared (1) 48:20 general (5) 14:1 25:7 53:2 58:5,16 generated (3) 23:14 36:10 61:8 generation (2) 23:1 61:11 generations (1) 61:15 gentleman (2) 46:11 51:8 Georgetown (1) 49:10 get (41) 9:20 10:22 13:6,18 21:6 22:5,7 24:18 27:10, 21,22 30:14 31:1,13,14 35:4 36:10 37:12 39:9,24 40:13 42:17, 18,20 44:19 45:21 47:5 50:8,19 51:22 52:11 53:4 55:3,4,5 57:18 58:13 60:23 61:16 62:19 64:15 | gets (2) 40:18 43:2 getting (10) 12:15 14:18 21:22 26:10 30:24 36:17 39:24 58:20 59:17,18 give (9) 8:18 19:7 22:9 29:2,20 33:22 54:15 58:21 62:10 giving (2) 18:1 46:18 glad (2) 23:20 32:11 glossed (1) 54:18 go (26) 8:6 10:9 16:8 17:5 21:19 22:6,10 25:1 27:7 29:1 30:4,21 31:18 32:22 33:2,10,16 34:3,18 37:12, 15 39:1 41:15 42:17 48:5 52:17 goal (2) 20:22 43:5 goes (3) 24:8 40:9 58:22 going (56) 8:21 9:17,19 10:1 11:3 12:22 13:23 14:12 15:20 17:5 18:3,4,6,22 21:7,13 25:21 26:4 27:23 28:4 30:4 31:1,17,17 32:8,10 34:15, 19,24 35:20 36:14 37:11 38:16,21 41:3 43:8,16,19,23 |
| F | | | | |
| facilities (1) 37:21 facility (1) 53:20 fact (1) 27:4 fall (2) 12:15 14:12 familiar (1) 11:6 family (2) 34:17 44:1 fan (1) 33:17 far (4) 14:4 17:4 19:14 30:23 farther (1) 8:16 favor (3) 9:7 51:14 65:1 February (5) 34:11 58:6,8, 11 60:24 feds (1) 15:19 fee (10) 36:11 49:23 57:14, 19,20,21 58:1, | | | | |

| | | | | |
|--|--|--|---|---|
| 45:2,12 47:18 48:2,21 50:16, 22 51:5,12 53:8 54:18 58:10 59:20 61:14,16,24 63:11 gold (1) 32:2 gone (3) 11:23 53:15,21 good (16) 15:2 17:7,7 19:20 32:13 33:19 36:21,24 37:8, 14 45:6 46:13 55:14 56:16 60:24 64:20 Gordons (1) 44:10 got (11) 15:18 17:22 37:10 49:6,8,21 57:24 59:2 60:10,11 62:9 gotten (1) 14:8 governments (1) 48:11 Governor (1) 11:13 governor's (4) 19:18 20:8, 13 58:3 grab (1) 8:12 graduate (1) 38:17 graduation (1) 45:10 grant (3) 27:21 48:10,13 grants (1) 48:7 Grassbusters (1) 50:4 grassy (1) 8:2 grateful (1) 58:14 gratis (1) 17:20 Gray (1) 45:4 great (8) 10:14 21:4 40:1 | 41:24 42:20 57:10 63:4 64:10 greatly (1) 43:22 Greg (5) 16:4 17:15,17 23:23 57:17 Greg's (1) 42:8 grew (1) 41:22 Grey (1) 59:12 ground (1) 62:18 grounds (1) 11:13 group (9) 16:21 18:6 26:6 34:3 40:18 43:16 47:14 49:4,4 groups (9) 17:24 19:6 24:15 26:9 27:3 28:1 42:9 57:4 58:15 grow (1) 39:16 GSA (1) 52:5 GSS (1) 27:2 guess (5) 12:10, 19 13:3 28:24 51:16 guide (2) 18:21 30:2 guidelines (1) 26:2 guides (1) 30:2 guy (2) 8:1,5 guys (7) 8:8,9 18:3,12 20:15 57:20 63:19 H habitat (1) 49:20 Hagley (1) 11:7 half (2) 25:24 26:5 hand (1) 61:13 handicap (1) 53:19 handle (1) 34:24 | handles (1) 34:22 happen (2) 22:21 24:22 happened (5) 10:13 51:23, 24 52:1 57:2 happening (1) 27:14 happens (1) 27:4 happy (2) 11:20 50:4 hard (2) 11:1 29:14 harvested (1) 13:6 hawk (1) 44:13 he (19) 10:18 12:19 16:8 21:14,14,15 33:7 40:3,5, 10 43:24 44:1, 2 45:16 46:4, 7,8 51:13 62:10 Head (2) 18:24 33:6 health (4) 9:16, 16 28:17 40:24 healthy (2) 37:6 64:2 hear (1) 64:16 heard (5) 15:23 17:18 28:22 41:16 59:22 Hearing (5) 17:13 23:19 62:11 65:5,6 hearings (3) 9:19, 21 19:15 heart (1) 46:12 heavily (1) 48:23 Heights (2) 50:12,17 held (4) 8:22 48:21 49:1 57:22 help (4) 8:14 10:4 15:14 53:17 | helped (1) 10:17 helpful (1) 19:13 helping (1) 8:10 hen (1) 42:5 Henlopen (5) 14:23 20:15, 17 34:16 49:8 here (14) 10:6 12:4 13:22 15:6 17:10 30:3 32:3 41:12 43:24 47:15 48:16 61:6 62:7,10 here's (1) 32:2 Hershey (1) 32:18 high (1) 11:9 highlight (1) 39:13 highlights (2) 28:13 41:11 hike (2) 39:23 40:20 hikes (3) 39:14, 14,14 him (9) 12:10 16:7 40:8 44:6,6 46:9, 10 54:15 62:10 hire (1) 41:3 his (7) 21:12 35:11 44:1 46:6 51:9,15, 16 history (1) 53:18 hit (2) 13:11 28:13 hitting (1) 29:23 Hocker (1) 43:22 hold (3) 8:21 15:3 54:12 Holts (12) 42:11, 23,23 43:2,14, 16,18,18 44:4, 16,19 52:7 home (1) 11:19 honestly (1) 55:17 honing (1) 39:6 | honor (1) 54:6 honors (1) 54:12 hope (3) 16:13 45:3 52:15 hopefully (6) 38:3, 10 39:9 42:14 44:5 50:9 hoping (4) 13:7 18:15 20:9 53:12 hopping (1) 60:4 horse (1) 51:19 hosted (1) 39:13 hot (1) 39:17 hours (1) 39:7 House (7) 14:7, 14,17 26:14 48:3 53:14 56:2 houses (2) 52:6 61:19 how (12) 12:23 14:11 16:9 17:4 21:16 23:21 24:6 30:18,19 31:1 34:1 39:21 however (2) 23:11 39:17 huge (2) 19:18 45:5 human (1) 38:18 hunt (2) 12:23 13:6 hunting (2) 12:21 13:20 I idea (3) 36:24 48:2 54:7 imagine (2) 12:24 59:1 impact (3) 34:1 42:20 51:6 implementation (1) 57:19 implementing (1) |
|--|--|--|---|---|

| | | | | |
|---|--|---|---|--|
| 16:6 important (7) 19:9 21:8,17, 22 23:22 29:18,21 impressive (1) 39:21 improve (1) 38:1 inches (1) 11:9 included (1) 52:23 including (1) 44:17 increasing (1) 58:11 incredibly (1) 58:16 indication (1) 13:1 individual (1) 34:2 individuals (1) 32:5 indoor (2) 54:19 55:18 information (11) 12:17,20 29:21 30:18 35:10,16,23 46:18 47:5 48:24 58:24 initial (1) 25:23 initiative (3) 40:22,23 46:24 inquiries (1) 48:9 inquiry (1) 52:1 insert (2) 18:21 30:4 inside (3) 18:22 30:17 31:8 instance (1) 24:19 instances (1) 27:13 instrumental (1) 32:16 intense (1) 38:20 intensive (1) 46:11 interest (4) 14:6 | 17:24 45:5 56:11 interested (6) 28:18,19 32:10 43:17 51:9 56:3 interface (1) 47:19 interpret (1) 53:17 interview (1) 59:10 introduced (1) 17:19 invested (2) 14:20 16:14 investment (3) 24:14 27:19 43:23 invite (1) 57:6 involved (2) 9:24 57:3 involvement (1) 31:8 island (3) 11:11 36:14 37:2 isolated (1) 42:24 issue (4) 15:22 19:11 35:13 47:4 issues (6) 9:16, 17 17:2,10 25:18 28:17 | Joe (1) 13:22 jogger (1) 46:5 John (5) 46:1,6, 13,16,18 join (1) 40:20 Journal (2) 18:20 30:5 July (1) 16:13 jump (1) 41:15 June (1) 26:16 junk (1) 61:15 | L la (1) 32:5 lady (1) 17:21 lag (1) 21:23 Lake (1) 63:3 land (6) 14:18 15:19 27:6,15 47:21 63:2 Landing (2) 42:11 52:8 lands (2) 49:21, 21 language (1) 58:2 large (3) 41:21 43:2,9 largely (1) 43:8 larger (2) 23:11 56:20 largest (1) 39:22 last (15) 9:1 11:14 12:13 17:22 20:4 23:19 26:19 31:24 32:18 37:4 45:24 52:19 53:10 57:19 59:7 late (1) 63:7 later (2) 18:5 58:4 latest (1) 16:17 least (3) 22:4,8 25:13 led (1) 48:22 left (2) 45:13,16 leg (1) 8:6 legislation (5) 17:14 23:24 24:6 27:1 30:14 legislative (3) 18:16 43:18 48:20 legislators (1) 21:5 lend (1) 17:3 | less (2) 25:8 61:16 Lewes (4) 49:3,4, 6,9 license (1) 36:10 licensed (1) 36:9 life (5) 20:18 22:19 45:24 47:1 59:23 lifeguard (2) 18:13 31:7 lifetime (1) 54:16 like (19) 8:1,6 18:10,14,20 19:6,15 21:10 22:14 31:8 37:11 43:11 56:7,12 61:15 63:13,19,24 64:14 lined (1) 14:22 list (1) 39:12 listed (1) 33:13 literacy (1) 41:8 literally (1) 35:8 little (1) 17:4 loan (1) 16:19 loans (1) 16:22 Loblolly (1) 54:4 local (1) 48:11 locals (1) 30:6 location (5) 10:19 22:17, 18 23:6,6 locations (1) 43:11 lock (2) 59:7,8 logistics (1) 36:16 long (2) 11:9 53:21 longer (1) 23:2 long-term (1) 22:19 look (6) 8:2 11:20 22:20 33:20 39:2 48:4 looked (1) 24:5 |
| | | K Kalmar (1) 11:19 Karen (1) 42:8 kayak (1) 44:8 keep (6) 17:9 23:8 28:18,23 56:13 61:23 keeping (1) 28:14 Kendall (1) 49:12 Kent (2) 43:7 63:22 key (2) 20:7 34:6 kick (3) 24:9,10, 12 kicks (1) 27:15 Kids (2) 64:2,8 Killens (8) 12:21 13:5,17,20 19:11 20:10 39:21 52:13 Kim (2) 8:9,19 kind (11) 8:3 12:19 20:24 31:9 32:4 44:9 51:13 52:2 61:20,23 62:5 Kline (3) 18:4 45:8 57:9 knoll (1) 8:2 knowledge (1) 38:11 Kudos (3) 32:15 42:17,18 | | |
| | J James (3) 41:11, 13 49:19 Jan (3) 35:18, 18 61:6 January (3) 34:10 39:17 60:1 JFC (3) 10:2 20:9 22:14 Jim (3) 12:3 62:9,14 job (2) 32:14 37:14 | | | |

| | | | | |
|--|--|--|--|---|
| looking (13) 11:18 14:1 20:2 22:17 26:8 31:20 36:16,18 40:12 42:1 50:8,9 51:16 | 14:3 24:22 25:2,13 29:7, 10 34:9,11,12 40:19 52:11 54:10 56:24 62:1 64:18 | 54:1 56:5,9 mean (3) 12:14 56:9 58:12 MEARS (47) 8:20 9:6,10,12 10:5,9 11:24 12:3,13 13:14, 19 14:11,24 15:5,10,17 16:16,22 17:1, 6 19:16 22:14 23:13 28:14, 15,16 40:2 42:22 43:10 44:20 45:1 51:1,4,11 54:24 55:3,6, 11 57:12,16 62:13 63:10 64:7,16,20,24 65:5 | mercy (1) 53:22 met (1) 32:1 middle (2) 48:7 52:8 might (4) 12:24 15:1 19:2 25:12 mileage (1) 56:18 Mill (2) 50:14,16 million (10) 20:2, 19 22:15 25:1, 24 26:5,5 27:20 55:6 61:7 million-dollar (1) 24:20 mind (1) 28:14 mine (2) 8:13 28:23 mini (1) 44:9 Minner (1) 42:8 minute (1) 31:23 minutes (6) 8:21 9:1,2,4,12 62:3 miss (1) 13:11 missed (1) 54:18 model (3) 11:6,7 31:11 money (27) 14:20 15:20 16:13 17:1,4 20:23 21:22 22:5,7,9 24:8, 12,18 25:13, 15 26:6 27:7, 12,21,22 28:2, 7 30:24 37:22 45:2 52:16,18 monkey (1) 53:13 month (5) 41:6 50:6 54:23 55:2 59:20 months (1) 14:22 monument (1) 47:20 more (23) 14:8 20:3,5 21:10 | 23:10 25:2,3, 10 26:24 28:7 32:9 36:18 37:23 38:2 40:6 41:9 42:8 44:19 46:18 50:19 56:7 57:1 61:9 Mosquito (1) 19:22 most (1) 9:15 motion (4) 9:3 64:16,18,24 mountain (1) 56:21 mouth (2) 40:16 61:13 move (4) 10:18 11:10 15:14 23:7 moved (4) 10:19 11:14 16:14 20:10 movement (1) 60:23 moves (1) 22:22 moving (3) 16:6 20:16 50:13 much (3) 29:23 56:20 64:4 multi-million (1) 28:6 multi-million-dollar (1) 28:5 multiple (1) 45:6 multi-use (1) 56:22 Museum (1) 11:19 must (1) 63:18 my (9) 8:13 9:15 10:11 15:9,16 28:17 29:1 31:1 50:2 |
| love (1) 8:15 loves (1) 34:17 Luckily (2) 40:16 44:21 Lums (8) 32:22, 23 33:8,18 45:13,16,23 61:17 lunch (5) 8:9,18 62:8 64:8,11 Lyons (1) 12:9 | makes (1) 19:17 making (1) 60:24 man (2) 11:10 34:17 manage (1) 13:18 Management (3) 12:5 38:18 49:5 manager (2) 8:10 41:12 managers (1) 28:11 manual (2) 35:6 58:22 many (6) 10:15, 21 13:6 24:6 30:18,20 March (1) 34:14 marina (1) 59:23 market (3) 30:21 35:24 36:2 marketing (5) 29:18,21 30:11 32:17 62:6 markup (1) 20:9 Marshall (1) 50:15 Martha (1) 11:1 Mary (1) 59:12 massive (1) 39:24 materials (1) 21:19 Matt (2) 40:2 49:14 Matt's (2) 24:3 32:15 May (3) 48:21 63:16,17 maybe (9) 9:18 23:11 24:17, 18 42:4 44:9 | meet (1) 63:14 meeting (17) 8:22 9:1 12:13 13:4 15:2 19:10 50:7 51:8 54:22 56:15, 24 57:7,20 63:9,21 64:17 65:1 meetings (8) 15:4 47:23 48:15 56:1,3 57:1, 22 63:20 member (1) 16:17 members (6) 9:8 11:18 37:5 56:6,12 65:3 membership (1) 54:16 Memorial (1) 45:22 mentioned (3) 33:24 38:5 52:9 mentioning (1) 61:6 | name (1) 31:1 | |
| M | | | | |
| made (1) 44:2 Mahoney (7) 10:8,8,10 12:2 36:13 37:4 63:15 maintained (1) 35:17 maintenance (3) 30:11 37:16, 20 major (4) 10:12 16:19,22 19:2 make (16) 9:3 | | | | |

| | | | | |
|---|---|--|--|--|
| National (3) 15:18 47:20 48:1 | 40:20 41:10 43:19 48:6,13, 17 49:16 50:7 | 50:12 Nyckel (1) 11:19 | 38:14 59:16 only (4) 25:14 30:22 47:18 51:22 | 4,6,10,15,19, 20,24 30:9,11, 19,20 31:6 32:2,17,19,24 33:9,21,24 34:5,7,17,22, 23,24 35:4 36:1,2,8 37:5, 17,21,21,24 38:5 39:3,3,5 41:12 42:18 44:15 45:3 47:14 49:1,2 50:1 51:13 53:14,16 56:10 57:6,19 58:6,7,9,9,10, 15,21,23 59:16 60:5,10, 21,22 61:10, 18,18 62:7,11 |
| Natural (3) 12:3 62:19,24 | 52:19 54:23 55:1 56:15,24 57:6 62:14 | O | open (4) 30:16 48:3 49:16 56:2 | out (42) 8:9 10:16,22 12:10 13:12 19:19 21:19 22:4 25:7 26:14 30:2 31:1,16,18,19 33:6,7 35:6 37:6 39:18 40:13,19 42:7, 15 44:12 45:12,20 48:4 49:8 51:17,22 53:6,7 54:15 56:12 57:1 58:22 59:4,11 60:5 62:3,11 |
| Nature (7) 11:14 26:4 40:21 41:4,6 49:19 56:19 | nice (8) 16:11 18:12,23 20:1 32:13 34:20 44:19 61:1 | obituary (1) 51:5 observation (1) 23:4 | opened (2) 52:20 53:10 | outcome (1) 48:15 |
| navigate (2) 29:8, 12 | night (2) 28:16 51:23 | occupy (1) 14:19 | operation (1) 30:10 | outline (1) 30:8 |
| NCO (1) 11:12 | nodding (1) 28:18 | ocean (4) 23:10, 14,15,20 | operations (1) 37:16 | out-of-state (1) 33:15 |
| near (2) 49:18 53:1 | none (2) 17:13 56:9 | October (2) 8:22 41:6 | opportunities (1) 31:10 | outreach (2) 41:9 47:23 |
| need (14) 8:11, 17 9:1 11:16 16:12 17:2 21:3 22:10 24:17 35:12 37:2 45:18 52:12 53:6 | non-profit (1) 25:11 | off (8) 8:21 26:11 37:17 38:3 44:1 45:21 59:20 61:5 | opportunity (1) 57:6 | over (4) 11:4 46:4 54:18 61:8 |
| needs (2) 17:10 23:22 | north (1) 63:3 | offer (2) 14:15 33:9 | Opposed (1) 9:10 | |
| neighbors (1) 47:24 | northern (2) 41:13 53:2 | office (12) 14:19 16:5 28:20 47:12 48:9,19 49:2,24 50:15, 16,17 58:4 | optional (2) 62:1, 6 | |
| Nemours (2) 40:24 52:24 | not-for-profit (1) 24:16 | official (3) 33:13 36:9,11 | order (3) 36:7 60:13 64:21 | |
| Network (1) 34:22 | Now (37) 8:5 9:22 11:18 13:24 15:11 17:8 18:17 20:20 21:22 23:3 24:7,7 25:18 28:4 29:5,11 30:13 31:15 33:13 34:8,10 35:4, 5 38:15 43:6, 14 44:17 45:17 47:17 50:15,20 52:3 53:5,18 58:19 60:19 64:17 | old (1) 31:11 | organizations (1) 26:10 | |
| networking (1) 30:21 | number (7) 17:19 27:6 29:17 38:8 39:22 41:14 42:18 | OMB (1) 27:1 | originally (1) 54:7 | |
| never (1) 17:22 | numbers (6) 13:7 39:16,24 41:22 59:20 60:3 | once (4) 21:6 41:2 54:13 61:8 | other (18) 8:4 11:5 20:14 21:11,21 27:21 40:12 43:11,11 44:24 50:23 52:10,21 53:1, 24 54:17 57:14 62:23 | |
| new (20) 10:6 16:4,7,7 20:24 21:24 38:8 40:18 41:20 42:1 43:7,15 44:8 47:20 52:6 58:24 60:13 63:2,10,23 | NVF (2) 20:4 | one (35) 8:4 10:13 11:11, 17 14:13 15:3 16:3 18:5 20:14 21:17 24:4 26:15,15 29:4,7 30:9 31:19 32:20 35:1,3 38:14 39:19 41:4,15, 23 43:7 44:14 46:13 51:22 54:4,11,17 62:6,15,19 | our (111) 8:6,10 10:14,19,21, 23 11:2,17 12:13 14:1 15:3 16:4,10, 17,20 17:24 18:5,6,21 19:10 20:3,5, 15,22,23 21:2 23:18 24:8 25:4,12,14,14 26:2,9,9 27:16,16,24 28:5,11 29:3, | |
| News (4) 18:20 19:20 30:5,5 | | ones (1) 26:16 | | |
| newspapers (1) 30:5 | | online (3) 34:18 | | |
| next (23) 13:4 14:22 22:10 30:3,7 34:19 35:17 37:15 | | | | |

| | | | | |
|--|---|---|---|---|
| overall (2) 14:1 19:19 overnight (1) 33:17 overwhelmingly (2) 58:1,17 own (1) 44:17 owned (1) 53:14 owners (1) 21:16 | 27:19 36:12 39:2 41:1 48:1,24 58:23, 24 62:22 part (6) 14:22 23:17 29:9 48:22 58:12,13 particular (1) 17:23 parties (1) 56:3 partner (5) 8:16 25:11 26:9 30:21 32:21 partners (3) 24:15 25:4 27:21 partnership (6) 19:3 31:23 32:19 33:3,12, 20 parts (1) 18:9 pass (2) 16:2 38:10 passed (2) 26:13 30:15 passes (1) 18:2 past (5) 11:23 13:20 24:5 25:6 59:14 pathways (1) 48:21 Paving (4) 52:20, 21,24 53:8 pay (3) 28:12 32:5 36:11 pays (1) 38:3 people (17) 10:24 21:11, 18 27:1,14 29:8,19 31:16, 18 35:24 37:2 39:19,22 48:1 49:13 54:10 60:8 per (1) 28:6 percent (4) 25:8, 10 27:3 61:10 permanent (1) | 42:2 permit (7) 22:2,3 35:5,7,8,9 59:24 permits (4) 14:21 35:4 52:11 60:12 permitting (2) 22:8,11 person (10) 44:18 46:7, 17,20,22,24 47:1,2,6,7 personnel (1) 45:8 person's (1) 47:1 phase (1) 52:14 phone (1) 29:12 pick (1) 55:18 picked (2) 10:18 40:15 picnic (1) 43:24 pie (1) 44:9 piece (4) 30:9, 12,13 39:4 pier (17) 20:15, 18,24 21:7,11, 15,20,24,24 22:20 23:3,10, 14,15,20 55:16,18 place (8) 11:4 21:11 45:23 46:13 52:11, 12 58:20 61:15 places (1) 43:12 plan (6) 41:8 47:16,17 48:4 55:24 56:6 planning (10) 20:11,14,23 22:8,11 23:18 26:1 47:11,14 49:7 plant (1) 49:5 platform (1) 35:2 platinum (1) 31:13 play (1) 24:12 | playground (4) 42:11,23 43:6 44:8 plaza (1) 53:17 please (2) 8:11 28:12 plus (1) 25:24 point (5) 13:14 34:21,24 35:14 60:21 Police (1) 45:10 Policy (3) 17:14 23:24 28:10 Pond (19) 12:22 13:6 14:7 20:10 32:22, 23 33:8,18 39:21 40:9 44:10 45:13, 16 49:18 52:13 54:4,5 63:24 64:1 pool (2) 52:13, 16 pops (1) 33:18 popular (1) 54:5 portable (1) 29:13 portion (2) 25:14 44:13 position (2) 16:8 22:5 positive (2) 43:15 58:1 possibility (1) 42:10 possible (2) 14:6 44:7 possibly (1) 56:9 postcard (1) 31:17 potential (2) 36:21 48:9 preconstruction (1) 54:22 pre-construction (1) 50:7 preliminary (1) 42:10 | preparing (1) 21:23 present (1) 10:19 presentation (4) 16:11 18:4 62:1 63:11 presented (1) 57:20 preservation (1) 47:11 Preserve (1) 49:19 press (3) 40:13 59:4 60:4 pressure (1) 61:5 pretty (3) 12:14 38:20 56:17 prevailing (4) 24:10,23 26:3 27:16 Prevention (1) 41:1 price (1) 50:5 prices (2) 52:23 59:9 private (5) 16:20 24:12,14,15 25:11 probably (18) 9:17 12:16 15:3 18:11 20:20 21:2,6 22:13 23:1 25:1,23 26:4, 21 31:18 47:6 51:16 56:14 62:23 problem (2) 28:16 61:1 problems (1) 18:19 procedures (2) 24:9 27:9 process (8) 14:2 15:15 35:6,21 48:14,15 53:22 58:13 product (1) 29:20 |
| P | | | | |
| package (8) 22:9 31:21 32:4,7 57:21,21 58:1, 2 packages (1) 31:4 paddle (1) 44:23 Page (23) 29:1,9, 10,15 33:22 34:5 36:5 41:10 48:6,6, 7,17,17 49:11, 16,16,24 50:13 52:5,8, 19,19,20 pandas (1) 41:18 paper (5) 45:18 50:14,16 51:12,20 park (39) 11:3, 14 15:18 20:10 25:20, 22 31:6 32:23 35:7 36:2,8 39:15 43:20 44:1 45:15 46:3,19,23 47:11,16,19, 20 48:1,8,18 49:19 50:14, 17,20 52:8,13 54:4,19 55:24 56:10,11,19, 21 59:1 Parker (1) 45:15 Parks (12) 17:11 19:24 24:14 | | | | |

| | | | | |
|---|---|---|--|---|
| professionals (1) 39:6 | publications (1) 29:24 | ran (3) 25:6 26:12,14 | refurbished (1) 14:24 | 34:10,11,12 |
| profit (1) 38:2 | publicized (1) 40:4 | range (1) 28:5 | region (3) 41:13 | reservations (2) 34:8,23 |
| program (9) 18:9, 17,21 19:8 20:6 30:1,2 44:3 49:17 | pulling (1) 8:5 | ranger (2) 45:9 46:1 | 42:7 53:3 | residence (1) 50:21 |
| programming (1) 37:16 | pulse (1) 46:8 | rangers (2) 45:11,20 | regional (1) 41:12 | Resident (2) 13:21 14:2 |
| programs (1) 29:22 | purchase (1) 35:7 | rate (1) 16:9 | regions (1) 41:11 | resource (4) 38:18 47:12 48:8,18 |
| progress (1) 61:1 | purchased (1) 60:16 | Ray (2) 39:19 52:8 | rehab (1) 52:14 | responded (2) 9:8 65:3 |
| project (16) 23:21 24:8, 18,20 25:1,9, 15,20 26:6 27:4 28:6 48:12 50:3,5, 8 54:18 | purchases (1) 35:15 | readiness (1) 48:13 | reinstate (1) 18:16 | response (1) 9:11 |
| projects (7) 20:7 21:3 24:17 25:3,17 28:3 48:10 | purchasing (1) 51:9 | Readers (1) 29:2 | release (3) 40:13 59:4 60:5 | rest (1) 19:24 |
| promised (1) 21:14 | pursuing (1) 18:6 | reading (1) 38:20 | relies (1) 48:23 | restricts (1) 53:19 |
| promoted (1) 33:8 | push (1) 41:5 | ready (2) 20:12 22:6 | remember (2) 13:7 26:15 | result (1) 46:14 |
| promotional (1) 30:13 | pushing (1) 33:10 | real (2) 19:22 53:20 | remind (1) 28:10 | retail (1) 11:4 |
| properly (1) 40:4 | put (9) 12:17 13:10 16:10 30:12 31:9 37:22 42:22 46:9 55:15 | realize (1) 18:11 | remodeling (1) 25:22 | retired (1) 45:14 |
| property (3) 27:5 50:17 51:9 | putting (5) 24:22 38:7 39:8 43:1 60:5 | really (21) 12:7, 11 13:17 14:8, 15 16:10 18:21 21:7 22:2,18 24:3 29:7,14,23 32:8,16 33:8 39:2 59:8 60:4 61:4 | renaming (1) 54:3 | retirements (1) 38:7 |
| proposal (1) 53:16 | Q | received (2) 15:13 48:9 | renovations (2) 20:12 55:16 | retiring (1) 11:1 |
| propose (2) 61:24 64:22 | | recent (1) 13:20 | rentals (1) 44:8 | return (2) 16:9 31:1 |
| proposed (3) 57:13,20 58:18 | Question (2) 44:20 54:10 | recently (1) 26:24 | reordered (1) 60:17 | reuse (1) 53:16 |
| proposing (1) 56:17 | questions (2) 14:9 37:13 | recognize (1) 47:6 | repairs (1) 37:21 | revamping (2) 11:15 13:10 |
| provide (1) 24:18 | quick (1) 54:17 | recommended (4) 19:18 20:5,8, 13 | replaced (1) 61:18 | revenue (2) 10:15 37:7 |
| providing (1) 48:13 | quite (5) 9:23 14:20 55:17 59:12 63:21 | reconstructing (1) 25:22 | replacement (3) 20:24 21:24 22:19 | revenues (1) 61:11 |
| Public (8) 17:8,9, 12 48:3 56:8 57:1,24 58:17 | quorum (1) 8:24 | Recreation (1) 17:11 | repainting (1) 50:22 | Rickman (1) 10:17 |
| publication (1) 18:23 | R | recruits (1) 45:11 | report (10) 9:14, 14,15 12:8,12, 19 15:9,16 16:3 29:1 | right (18) 13:21, 24 20:20 24:7 25:18 29:5 34:8,10,18 35:5 43:6,14 46:13,13,14 50:15 53:18 60:22 |
| | | red (1) 41:17 | reports (1) 17:14 | right-hand (1) 31:3 |
| | radical (1) 56:18 | redesigning (1) 29:6 | Representative (2) 21:9 45:4 | RITTER (15) 13:5,16,24 14:13 37:15 40:8 42:6 43:1,13 44:21 45:3 49:14 |
| | radio (1) 8:13 | redoing (2) 44:3 53:9 | representatives (1) 47:24 | |
| | railroad (1) 49:10 | referring (1) 60:7 | representing (1) 10:7 | |
| | rain (1) 53:8 | | request (1) 59:6 | |
| | raise (4) 24:20 27:2,3,12 | | requests (1) 59:17 | |
| | raising (1) 28:1 | | requirements (1) 24:11 | |
| | Rally (2) 48:18, 19 | | reservation (3) | |

| | | | | |
|---|--|--|--|---|
| 64:1,5,11 road (2) 8:16 50:18 roads (1) 49:6 Rob (2) 12:9 13:4 Rogers/Moyer (1) 49:18 Ron (4) 15:6,18 40:2,9 roof (1) 50:23 room (1) 15:3 rotaries (1) 42:13 Rotary (1) 25:19 round (2) 34:15 39:20 Route (1) 46:2 rules (7) 24:9 25:2,12,14 26:2 27:8,16 run (1) 19:8 running (3) 26:11 29:22 59:18 RV (1) 32:18 | 23 46:3,19,23 51:4,11,20 saying (1) 16:17 schedule (1) 52:7 scheduled (3) 50:5,7 56:2 schools (1) 41:8 score (1) 33:4 scouts (1) 43:17 screen (1) 62:7 sea (1) 44:13 search (1) 29:8 Seashore (1) 59:23 season (2) 13:12 37:17 seasons (1) 12:15 second (4) 9:5 27:14 29:9 64:19 seconded (2) 9:6 65:1 Secretary (2) 23:18 54:1 section (5) 15:16 30:11 34:6 47:11,14 sections (2) 52:10 53:9 sediment (1) 23:9 see (24) 13:3,11 18:3 19:22 21:13 23:20 29:3,16 31:3 33:4 36:9 40:10,12 41:14 42:17 43:9,20,22 44:12,22 49:12 59:19 62:2,18 seed (1) 24:18 seeing (2) 30:3 48:14 seem (1) 13:13 seemed (1) 16:12 seems (1) 42:12 seen (4) 18:12 | 51:10 59:13,14 selection (1) 8:18 sell (2) 18:21 51:17 Senate (4) 16:7 24:1,3 26:13 Senator (6) 43:22 45:1 54:2,6,8,14 send (1) 31:19 sense (1) 58:21 sent (1) 40:14 separate (1) 54:12 September (1) 32:18 series (1) 31:6 service (5) 28:11 37:9 38:1 42:19 48:2 services (4) 29:4 34:6 36:8 41:1 session (1) 26:17 set (1) 17:9 setting (1) 61:10 seven-month (2) 34:9,13 several (3) 28:3 40:22 47:22 shall (1) 17:13 shallow (1) 22:23 shared (1) 30:17 she (2) 11:2 38:22 SHIPMAN (7) 12:7,18 36:20 37:8 55:21 64:19,22 shirt (1) 8:12 shole (1) 22:22 Shop (4) 10:14, 20 21:16 50:2 shot (1) 17:17 should (5) 14:4 27:18 40:6 54:23 55:2 show (3) 32:18 39:20,22 | showed (1) 44:6 sick (1) 15:6 side (5) 31:4 37:20 47:19 56:19,22 sign (2) 45:7 59:1 signage (1) 58:24 silver (2) 31:14 63:3 similar (2) 17:21 31:22 simple (2) 49:23 61:24 Simpler (1) 16:5 since (3) 26:24 61:20 62:9 site (1) 45:6 sites (2) 20:3 48:12 skills (2) 39:6,9 skinny (1) 47:9 Skip (1) 47:15 sky (1) 44:9 sleeping (1) 28:16 Small (3) 23:18 54:1 57:16 Smyk (1) 21:10 snacks (1) 37:6 social (1) 30:20 Society (1) 10:6 sold (1) 37:5 solution (1) 21:1 solutions (1) 21:4 some (45) 9:15, 16 12:20,24, 24 13:1 15:24 18:5 20:24 21:3 24:6,14 27:1 30:14,17 31:9 32:9 33:19 34:2,2 37:5 42:9,17 44:19,22,24 45:8 47:5 49:6,7 50:22, 22 52:15,23, | 23 53:1,7 56:1,2,3,11, 17,20 61:5 62:18 somebody (10) 21:6 30:22 33:24 35:5,10, 15 36:17 46:3, 4,19 someone (2) 10:6 14:9 something (14) 12:11 15:8 18:22 26:21 27:18 36:3,15 37:1 42:14 54:9 55:22 56:4 59:6 60:16 somewhere (2) 23:7 26:4 Sommers (1) 49:12 soon (2) 14:11 52:16 sorry (3) 10:10 57:14 63:6 sort (1) 26:10 source (1) 10:14 sources (1) 27:22 south (1) 46:2 space (1) 49:16 span (1) 22:19 speak (1) 10:11 special (3) 29:22 39:19 41:21 specific (1) 56:11 specifically (1) 23:21 speed (2) 16:11 35:20 spend (1) 22:12 spending (1) 33:1 sponsored (1) 48:10 sponsors (4) 18:11,12,24 48:12 |
| S | | | | |
| said (7) 15:7 26:1 31:12 32:2 43:24 47:1 56:1 sale (4) 34:21, 24 35:14 60:21 sales (5) 52:1 59:14,16,16,24 same (3) 35:19 40:17 52:4 Sasquatch (1) 8:5 sat (1) 44:6 Saturday (2) 46:1 60:1 Saugus (2) 11:5, 7 saved (1) 46:24 saving (1) 45:24 savings (1) 59:23 saw (8) 19:11, | | | | |

| | | | | |
|--|--|--|--|---|
| <p> sponsorship (4) 18:9,17 19:3, 8 sponsorships (1) 27:23 spot (1) 15:2 spread (1) 56:24 spring (2) 30:2 50:24 squint (1) 8:2 stabilizing (1) 50:18 stables (1) 61:17 stadium (2) 31:8, 9 staff (13) 12:24 16:10 17:14 32:16 35:11 38:8,15,16 44:16 48:18, 24 58:21 60:22 staffed (1) 45:18 Staffs (1) 48:11 staff's (1) 42:19 stakeholders (1) 47:23 stallions (1) 51:21 standard (1) 32:2 standing (2) 46:3 57:7 standpoint (1) 47:8 stands (4) 12:21 18:13 24:7 31:7 start (3) 20:23 29:1 45:21 started (10) 10:16 13:19 24:19 38:5 40:21,23 55:2, 3,5 61:9 starting (6) 15:14 44:22 46:21 50:14,19 53:11 state (29) 18:10 21:12 24:8,14 25:9 27:5,5, </p> | <p> 15,19 28:4 30:5 31:6 32:23 36:8,12 39:2,15 41:1 45:10,15 47:16,19 49:18 52:8,13 54:4,19 55:24 62:16 statewide (3) 31:5 36:7 57:22 station (1) 59:24 stay (1) 51:17 steam (2) 20:11, 16 steep (1) 53:7 steps (2) 48:13 53:16 still (14) 9:16,24 16:6 22:10 23:7 27:15 35:18,19 42:12 45:18 50:13 51:10- 52:9,14 stone (1) 53:5 stop (2) 18:1 21:18 stopped (1) 46:4 storms (1) 53:8 strain (1) 9:23 strategic (1) 20:3 strategy (1) 16:14 structure (1) 54:21 studies (1) 23:14 stuff (5) 44:9 60:19,20 61:21 62:7 subcommittee (1) 43:15 submitted (2) 58:3,4 subscribers (1) 29:17 success (4) 29:16 41:5, </p> | <p> 24 42:3 successful (3) 32:8 33:12 43:9 suggest (1) 55:21 suggestion (1) 57:10 suicide (3) 46:16 47:3,4 summer (7) 31:5 36:22 50:10, 11 54:13 63:20,21 summertime (1) 43:3 superintendent (2) 44:17 50:21 superintendents (1) 39:3 supervisory (2) 38:5,13 supplies (1) 60:14 support (7) 26:8 43:18 44:5 48:20 56:13 58:15 61:3 supportive (2) 58:16,17 supposedly (1) 8:4 sure (7) 14:3 28:13 40:19 45:2 52:11 56:24 62:13 surf (8) 17:20 35:4,5,15 57:4,6 58:9 61:24 surgery (1) 46:12 surprise (2) 14:21 55:14 survives (1) 10:20 Sussex (2) 43:7 63:24 Sutler's (1) 10:14 swiping (1) 60:19 system (4) 35:9, 11 36:8 38:9 </p> | <p> T table (2) 30:23 43:24 tackle (1) 21:15 tag (1) 35:16 tags (1) 17:21 tailor (1) 32:3 take (5) 15:2 17:16 33:2 40:19 61:8 taken (2) 11:4 61:5 taking (1) 45:13 talk (5) 13:8 21:5 31:22 32:11 57:4 talked (7) 12:18 23:9,21 32:19 34:1 40:5,8 talking (7) 19:21 22:1 31:5,7 37:3 48:8 49:15 talks (1) 42:10 tan (1) 8:12 temporarily (1) 59:3 temporary (2) 41:19 42:2 tend (1) 53:7 tennis (2) 54:19 55:19 than (8) 14:8 16:14 20:3 21:11 25:8,10 37:24 40:11 Thank (3) 10:5 61:2,22 thanks (1) 41:13 their (15) 8:18 14:21 16:13 19:23 21:5,19 25:23 32:6 33:1 38:1,9 39:6,8 44:17 45:22 </p> | <p> them (23) 10:22 13:13,18 15:14 16:11 19:24 27:10 28:7,8 29:21 31:19 32:1,12 33:2 36:2,13 38:2 39:1,9 40:14 41:15 42:17 51:22 there (68) 10:17, 22 12:17,22 13:8,12,15,18, 22,23 14:6,19 15:7,24 17:12 21:8,18 22:21, 24 23:13 29:3, 16 30:8 31:2, 4,10 32:24 33:4 34:7,8 35:17 36:17, 23 37:2,6,11, 19 39:18 40:17,20,22 42:7,12 43:4, 11,23,24 44:3, 5,7,18,22,23 48:5 49:10 50:13,21 51:18,19 52:3 56:4 57:14 58:14 60:9 62:8 63:5 64:7,13 therefore (1) 27:15 they (60) 8:12 11:15,15 12:18,20 13:6, 7,9,14,18 14:21 15:3,12 16:1,12 19:11, 11 21:16,18, 19 24:17,20 25:21 26:1,1, 2 27:2,2,12 30:22,23 32:1, 2,3,6,16 </p> |
|--|--|--|--|---|

| | | | | |
|---|--|---|---|---|
| 33:16 34:1 35:7,12 36:10, 11,21 39:5,10, 10,22 40:19 45:12,21,21 46:7,8,9,10 47:1 51:17,18, 21 58:10 thing (14) 8:3 11:5,10 16:3 19:4 20:1 21:21 30:7 53:24 56:8 59:11 62:2,4, 15 things (31) 10:12 11:22 13:1 15:15,24 16:1 18:13 19:15, 19 24:4,11 27:17 28:24 29:5,7,14 30:1 32:20 33:9,19 34:7 35:3 39:12 44:6 47:19 50:12,23 52:12 56:7 61:23 62:6 think (29) 10:7 13:9 14:18 15:7,19 17:19 18:24 19:5 21:10 23:5,11 32:8,10 34:19 38:21 43:8,18 51:24 52:1,2 54:11 57:2,5 62:5,8,9,15 63:6 64:9 thought (3) 40:5 51:4,12 three (5) 9:22 11:10 38:12 41:2 57:22 three-day (1) 38:24 three-fourths (1) | 55:12 throughout (3) 39:23 41:17 56:20 throw (3) 41:2 42:7 45:2 Thursday (1) 63:18 tickets (1) 60:14 time (13) 8:7 10:11 11:11 17:8 19:14 21:23 25:7 26:14 37:17 44:18 46:13 61:20 62:8 times (1) 25:2 tired (1) 28:19 today (4) 8:9,11, 11 10:7 together (7) 13:10 16:10 30:12 38:7 39:1 40:18 41:2 told (2) 21:15 22:24 tomorrow (2) 45:9,21 took (2) 46:10,24 top (1) 59:7 tortoise (1) 41:19 touch (3) 24:2 34:7 62:7 tough (1) 14:13 tour (2) 15:2 62:6 towards (1) 48:20 track (1) 16:12 tract (1) 49:18 tradition (1) 40:17 trail (12) 44:10, 13 47:16,17 50:3 52:20,21 53:2 54:4,9 55:24 56:18 trails (7) 20:6 44:8 48:20 | 49:8 53:5,7 56:22 training (5) 38:6, 6,14,24 49:13 transcribe (1) 62:4 transcription (1) 28:11 Trap (9) 14:7 40:9 43:11 45:19 49:18 54:4,15 63:24 64:1 treasurer (1) 16:5 treasurer's (1) 16:5 tribute (1) 54:2 tried (1) 32:22 trust (1) 48:10 try (4) 28:12 49:7 56:24 62:18 trying (8) 8:1 13:17 16:1 27:20 35:3 46:23 60:23 62:16 Tuesday (1) 51:8 turn (2) 34:5 38:1 turnout (1) 40:1 two (21) 8:4 10:12 11:10 20:7,20 21:2, 10 22:4,13 29:7,14 41:17 45:11,11,20 46:15 52:6 54:1 62:5,19 63:24 two-to-three-year (1) 22:1 type (7) 19:3,3 22:2 44:10 47:4 54:13 56:8 typically (3) 8:13 39:23 47:12 typo (1) 63:18 | U unanimously (1) 26:13 under (5) 29:3 32:17 35:1 50:9 56:21 undercurrent (1) 26:24 underestimate (1) 55:10 undergoing (1) 9:16 undergraduate (1) 38:17 understand (1) 11:3 unfortunate (1) 51:18 Unfortunately (2) 20:7 25:6 unheard (1) 60:1 unit (1) 52:23 University (8) 31:24 32:20, 21 33:5,14 38:14 45:17 49:14 until (2) 30:14 34:12 up (31) 8:15 11:12 12:9 13:4 14:3,22 16:11 23:19 24:21 25:19 29:11,13 30:16 33:18 35:20 36:6 38:8 39:22 40:15 46:20 50:21 51:19 52:2 55:22 56:3,7 57:8 58:21 61:6,12 63:22 Upcoming (1) 63:11 | update (3) 56:16 57:19 64:15 updated (5) 58:23 59:2 60:6,19,20 updates (5) 41:14 45:9 57:12,15 62:10 us (29) 8:6 10:3, 13,15,18,18 11:23 18:7,20 19:20 20:20 22:9 24:17,22 27:11 31:16 32:11 34:24 35:23 38:8 39:15 40:20 41:16 45:6 56:9,13 57:23 58:19 61:14 use (2) 14:18 35:24 used (2) 30:12 46:6 user (3) 57:4 58:7,7 users (3) 29:19 36:1 47:23 usual (2) 37:24 39:9 usually (2) 19:20 59:18 V value (3) 27:5,6, 11 vehicle (1) 35:20 Venables (4) 54:3,6,8,14 versa (1) 26:14 version (1) 29:2 vice (1) 26:14 vicinity (1) 23:7 visiting (1) 48:11 visitor (1) 33:15 visitors (4) 30:18, 19 33:9 42:21 |
|---|--|---|---|---|

| | | | | |
|--|--|---|---|---|
| visitors' (1) 10:16 visits (1) 15:14 void (1) 45:13 volunteer (2) 10:24 33:23 volunteerism (1) 10:24 volunteers (4) 10:21,23 33:21,24 | 53:21 61:6 62:2 Wayne (2) 35:11 57:8 Wayne's (1) 61:24 wayside (1) 54:14 WDEL (1) 59:10 We (169) 8:3,24 10:3,6,13,15, 16,19,23 11:20 12:20 13:12,12,19, 24 14:7 15:23 16:3,9,9 17:3, 9,13 18:15,17, 18,20,21 19:7, 10 20:3,16,18, 22 21:3 22:3, 4,5,7,10,10, 11 23:5,7,8, 11 24:5,21 25:5 27:10,18, 19,22,23 28:7, 8,12 29:19,23 30:11,12,14, 18,20 31:11, 12,19,23,24 32:8,17,20,22 33:1,5,9,13, 19,20 34:1,7, 19 35:23 36:1, 2,6,6,10 37:1, 5,18,22 38:5, 8,10,12,15,24 39:2,13,15,18, 24 40:4,11,14, 14,21 41:3,5, 6,10,18,18 42:17,18 43:6 44:6,15 45:11, 18,24 46:15 47:20 48:6 49:17 50:4,6, 10,20,21 52:11,12,17, 20 53:5,22 54:3,21 55:17 | 56:8,11,14,23 57:4,20,24 58:17,22 59:9, 13,18 60:8,13 61:12,13,18, 21 62:1,3,5, 10,11,18 63:1, 8,23 64:22,24 web (2) 29:9,10 website (4) 29:3, 4,6 60:6 Wednesday (1) 50:8 week (7) 9:23 45:21 48:22 53:10 54:2 57:6 59:4 weekend (2) 33:1 36:24 weeks (3) 30:3 45:22 54:1 went (9) 11:18 12:23 32:1 44:15 45:16 58:3,8 59:4 60:5 wetland (2) 23:2, 3 whatever (3) 21:14 25:11 35:19 what's (3) 10:1 17:7 21:6 White (9) 45:13, 14,23 46:1,16 62:9,15,22 63:4 whole (3) 19:21 21:12,18 wife (1) 51:15 Wildlife (2) 12:5 52:10 Wilmington (4) 25:19,21 52:22 53:15 window (4) 22:1 34:9,13,16 wise (1) 45:9 | within (8) 22:24 23:1 48:1 49:1,2 50:2,6 55:1 without (1) 19:7 Wolfe (1) 14:17 wonder (1) 51:12 wordy (1) 28:12 work (22) 19:12 20:19 26:1 37:18,24 38:21 39:8,9 47:18 49:7 50:14,23 52:24 53:2,7, 11 54:22 55:2 60:8 62:16,16, 21 worked (1) 42:14 working (24) 15:13 18:7 19:1 25:20 29:14 30:1 32:7 33:3 34:21 36:3 38:9 39:5 41:7 42:9,13 47:16 48:19 49:3 50:18 52:5,9,14 60:12 63:1 works (1) 16:18 workshop (2) 48:3 56:2 worth (3) 20:19 40:16 59:24 written (1) 58:2 | 10,11 41:4,17, 23 52:17 61:8 years (12) 10:15 13:20 20:21 22:4,13 24:6 26:18,20 40:12,22 43:19 44:16 Year's (1) 40:18 yesterday (1) 59:11 |
| W | | | Z | |
| wage (4) 24:10, 23 26:3 27:16 Wagner (1) 41:11 wait (3) 22:3 27:14 59:19 waiting (1) 46:12 Wales (1) 46:1 walk (1) 53:22 Walkable (1) 48:17 want (23) 15:10 21:13 25:5 27:24 28:7,8, 10 29:20 30:22 32:3,4, 6 34:7,9 41:7 42:7 51:17 53:24 57:3 59:5,13 62:2 63:22 wanted (6) 16:8 19:12 24:2 30:7 33:1 55:21 wants (1) 8:6 War (1) 11:8 Warrington (1) 14:7 wash (1) 53:7 washing (1) 53:6 water (5) 14:14 15:5,19 20:10 44:11 way (7) 22:21 38:9,10 50:9 | | | zone (1) 33:17 Zoo (3) 41:16 53:18,20 | |
| | | | 1 | |
| | | | 1 (3) 16:13 29:1 52:14 1.1 (1) 61:7 1.3 (1) 25:1 10 (2) 39:24 49:11 10,000 (1) 31:13 10:40 (1) 65:6 100 (2) 27:3 39:7 11 (2) 48:17 51:21 12 (2) 49:16,24 124 (1) 12:20 13 (1) 45:22 14 (2) 11:9 52:19 142 (2) 24:2,3 15 (2) 15:13 48:9 15th (5) 8:23 12:14 58:6,11 60:24 165 (2) 39:22 40:1 17,300 (1) 29:19 17,375 (1) 29:17 17th (1) 12:22 | |
| | | Y | | |
| | | year (28) 10:13 11:15,23 13:9 17:22 19:15 20:4,23 22:3, 8,10 31:24 34:14,15,19 35:17 37:4,22 39:15,23 40:9, | | |

February 5, 2015

| | | | | |
|--|---|--|--|--|
| 180,000 (1) 30:4 19 (1) 36:7 1961 (1) 11:8 1996 (1) 10:17 1st (2) 58:8 63:16 | 25:10 59:17 7th (2) 63:17 64:2 | | | |
| 2 | 8 | | | |
| 2 (1) 29:15 20 (1) 61:10 2000 (1) 59:8 2004 (1) 59:9 2008 (1) 35:19 2012 (1) 40:22 2014 (1) 59:8 23 (1) 38:16 25 (2) 25:8 59:18 | 80 (1) 40:1 83,000 (1) 41:22 896 (1) 46:2 | | | |
| 3 | 9 | | | |
| 3 (1) 33:22 3,000 (1) 31:18 30 (1) 59:19 300,000 (1) 20:5 30-second (1) 33:7 30th (1) 26:16 33 (1) 11:9 | 9 (1) 48:6 911 (1) 46:20 93,000 (1) 41:23 | | | |
| 5 | | | | |
| 5 (2) 34:5 39:24 50 (1) 40:1 51 (1) 49:20 | | | | |
| 6 | | | | |
| 6 (2) 36:5 59:24 60 (1) 40:1 695 (1) 39:18 | | | | |
| 7 | | | | |
| 700 (1) 39:20 70s (1) 61:20 75 (3) 16:7 | | | | |